



Response to Request For Proposal for Contractual Services

State of Nebraska

Technical Support for the Nebraska Criminal Justice Information System (NCJIS) – RFP 5716 Z1

Technical Proposal

ORIGINAL

December 14, 2017



December 13, 2017

Nebraska State Purchasing Bureau
1526 K Street, Suite 130
Lincoln, NE 68508 (OMES)
Attn: Nancy Storant/Michelle Thompson

Re: No. 5716 Z1 - Technical Support for the Nebraska Criminal Justice Information System (NCJIS)

Dear Ms. Storant / Ms. Thompson,

Sierra-Cedar, Inc. is pleased to submit our response to solicitation No. 5716 Z1 - Request for Proposal (RFP). We have analyzed the RFP and related addendum. Sierra-Cedar understands that the State is seeking qualified vendors to provide Technical Support for the Nebraska Criminal Justice Information System (NCJIS).

We firmly believe that our proposed solution leveraging the Sierra-Cedar Justice and Public Safety Application Managed Services (JPS-AMS) model provides exceptional value to the State. Through our JPS-AMS model the State will have access to a talented pool of resources that are supporting CJIS integration solutions across State and Counties nationally, providing the NCJIS with a unique shared knowledge and resource base. The NCJIS pays for maintenance resources and services when services are used, providing a better value and support model than available through dedicated resource models. Our JPS-AMS model provides for extended support hours and resource and role scaling capacity not available in traditional dedicated support models.

Sierra-Cedar is a recognized leader in Justice and Public Safety (JPS) System integration throughout the country. We have been implementing and integrating JPS systems at a state and local level for nearly 30 years. Sierra-Cedar provides integration services for the full range of JPS agencies, including: Law Enforcement, Jail/Corrections, Courts, and Public Agencies focused exclusively on Justice Integration. Sierra-Cedar's JPS practice's core competency is applying seasoned JPS program and project managers, technical resources, and business analysts to large, complex, multi-agency, multi-jurisdictional JPS projects that require innovative thinking, industry insights, and a high level of integration.

Chris Litton will be the point of contact for Sierra-Cedar with respect to this proposal. His contact information is as follows:

Chris Litton	1255 Alderman Drive	p. 310.743.8287
Sierra-Cedar, Inc.	Alpharetta, GA 30005	c. 250.882.0207
		Chris.Litton@sierra-cedar.com



Our team is excited about the prospects of sharing our knowledge and experience with the NCJIS stakeholders. We are confident our response conveys the qualifications and experience of Sierra-Cedar, and our sincere desire to contribute to your success.

Regards,

A handwritten signature in black ink that reads "Kevin Bryant". The signature is written in a cursive style with a long, sweeping underline.

Kevin Bryant
General Manager – Public Sector
Sierra-Cedar Inc.

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1. Request for Proposal Form

1. Request for Proposal Form

By signing the "RFP for Contractual Services" form, the bidder guarantees compliance with the provisions stated in this RFP, agrees to the Terms and Conditions stated in this RFP unless otherwise agreed to, and certifies bidder maintains a drug free work place environment.

The RFP for Contractual Services form must be signed using an indelible method (not electronically) and returned per the schedule of events in order to be considered for an award.

Sealed proposals must be received in the State Purchasing Bureau by the date and time of the proposal opening per the Schedule of Events. No late proposals will be accepted. No electronic, e-mail, fax, voice, or telephone proposals will be accepted.

It is the responsibility of the bidder to check the website for all information relevant to this solicitation to include addenda and/or amendments issued prior to the opening date. Website address is as follows:

<http://das.nebraska.gov/materiel/purchasing.html>

Further, Sections II through VII must be completed and returned with the proposal response.

REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES FORM

BIDDER MUST COMPLETE THE FOLLOWING

By signing this Request for Proposal for Contractual Services form, the bidder guarantees compliance with the procedures stated in this Request for Proposal, and agrees to the terms and conditions unless otherwise indicated in writing and certifies that bidder maintains a drug free work place.

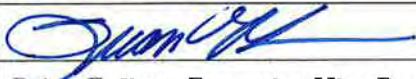
Per Nebraska's Transparency in Government Procurement Act, Neb. Rev Stat § 73-603 DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Contractors. This information is for statistical purposes only and will not be considered for contract award purposes.

____ NEBRASKA CONTRACTOR AFFIDAVIT: Bidder hereby attests that bidder is a Nebraska Contractor. "Nebraska Contractor" shall mean any bidder who has maintained a bona fide place of business and at least one employee within this state for at least the six (6) months immediately preceding the posting date of this RFP.

____ I hereby certify that I am a Resident disabled veteran or business located in a designated enterprise zone in accordance with Neb. Rev. Stat. § 73-107 and wish to have preference, if applicable, considered in the award of this contract.

____ I hereby certify that I am a blind person licensed by the Commission for the Blind & Visually Impaired in accordance with Neb. Rev. Stat. §71-8611 and wish to have preference considered in the award of this contract.

FORM MUST BE SIGNED USING AN INDELIBLE METHOD (NOT ELECTRONICALLY)

FIRM:	Sierra-Cedar, Inc.
COMPLETE ADDRESS:	1255 Alderman Drive, Alpharetta, GA 30005
TELEPHONE NUMBER:	678-385-7540
FAX NUMBER:	678-385-7541
DATE:	December 12, 2017
SIGNATURE: **	
TYPED NAME & TITLE OF SIGNER:	Brian E. Fees, Executive Vice President / Corporate Officer

**Signed subject to stated exceptions.

2. Corporate Overview

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2. Corporate Overview

The Corporate Overview section of the Technical Proposal should consist of the following subdivisions:

a. BIDDER IDENTIFICATION AND INFORMATION

The bidder should provide the full company or corporate name, address of the company's headquarters, entity organization (corporation, partnership, proprietorship), state in which the bidder is incorporated or otherwise organized to do business, year in which the bidder first organized to do business and whether the name and form of organization has changed since first organized.

Sierra-Cedar, Inc. is a Delaware corporation with approximately 960 employees which is based in Alpharetta, Georgia. It has been in continuous operation since 1995 and various of the companies acquired or merged in during that time trace back to dates as early as the 1970s. Sierra-Cedar is part of The Sierra-Cedar Group, Inc., one of the largest independent North American IT services companies. Together with its Canadian affiliate, Sierra Systems Group Inc., it has approximately 2,000 professionals focused on the US and Canadian markets with global delivery capabilities in both countries and Hyderabad, India. Its corporate address is 1255 Alderman Drive, Alpharetta, GA 30005.

Sierra-Cedar, Inc. was formed as the result of a July 2014 merger combining the operations of Sierra Systems US, Inc. (1966), CedarCrestone, Inc. (1981/1995), Io Consulting, Inc. (1996), and Analytic Vision, Inc. (2001).

b. FINANCIAL STATEMENTS

The bidder should provide financial statements applicable to the firm. If publicly held, the bidder should provide a copy of the corporation's most recent audited financial reports and statements, and the name, address, and telephone number of the fiscally responsible representative of the bidder's financial or banking organization.

If the bidder is not a publicly held corporation, either the reports and statements required of a publicly held corporation, or a description of the organization, including size, longevity, client base, areas of specialization and expertise, and any other pertinent information, should be submitted in such a manner that proposal evaluators may reasonably formulate a determination about the stability and financial strength of the organization. Additionally, a non-publicly held firm should provide a banking reference.

The bidder must disclose any and all judgments, pending or expected litigation, or other real or potential financial reversals, which might materially affect the viability or stability of the organization, or state that no such condition is known to exist.

The State may elect to use a third party to conduct credit checks as part of the corporate overview evaluation.

Sierra-Cedar is a financially stable organization. The company's financial position and institutional ownership, coupled with a history of performance, allows it to undertake large-scale projects. Sierra-Cedar has never been bankrupt or in financial distress and has operated profitably (before non-cash amortization/depreciation charges) since inception. Sierra-Cedar has a diversified client base across higher education, public sector and commercial clients, and no single client represents more than 5% of annual revenue.

As a privately held company, Sierra-Cedar's financial statements are not a matter of public record. Sierra-Cedar requests that the State treat the financial statements submitted with this proposal as confidential and exempt from disclosure requirements. Per the instructions in the State's RFP, Sierra-Cedar has marked its financial statements as "PROPRIETARY INFORMATION" and have submitted them in a separate sealed document.

Banking Reference

Bank of America
Atlanta East Growth Market
600 Peachtree Street
Atlanta, GA 30308

The contact information for Sierra-Cedar's banking reference is as follows:

William Floyd, Client Manager
William.floyd@bankofamerica.com
404-607-4528

Lisa Catlin
lisa.catlin@baml.com
404-607-4619

Judgments

No such condition is known to exist.

c. CHANGE OF OWNERSHIP

If any change in ownership or control of the company is anticipated during the twelve (12) months following the proposal due date, the bidder should describe the circumstances of such change and indicate when the change will likely occur. Any change of ownership to an awarded vendor(s) will require notification to the State.

No such change is anticipated.

d. OFFICE LOCATION

The bidder's office location responsible for performance pursuant to an award of a contract with the State of Nebraska should be identified.

Sierra-Cedar's corporate headquarters is located at 1255 Alderman Drive, Alpharetta, Georgia 30005. This office will be responsible for performance pursuant to an award of a contract.

e. RELATIONSHIPS WITH THE STATE

The bidder should describe any dealings with the State over the previous five (5) years. If the organization, its predecessor, or any Party named in the bidder's proposal response has contracted with the State, the bidder should identify the contract number(s) and/or any other information available to identify such contract(s). If no such contracts exist, so declare.

Not applicable to Sierra-Cedar's response.

f. BIDDER'S EMPLOYEE RELATIONS TO STATE

If any Party named in the bidder's proposal response is or was an employee of the State within the past six (6) months, identify the individual(s) by name, State agency with whom employed, job title or position held with the State, and separation date. If no such relationship exists or has existed, so declare.

If any employee of any agency of the State of Nebraska is employed by the bidder or is a Subcontractor to the bidder, as of the due date for proposal submission, identify all such persons by name, position held with the bidder, and position held with the State (including job title and agency). Describe the responsibilities of such persons within the proposing organization. If, after review of this information by the State, it is determined that a conflict of interest exists or may exist, the bidder may be disqualified from further consideration in this proposal. If no such relationship exists, so declare.

This question is not applicable to Sierra-Cedar.

g. CONTRACT PERFORMANCE

If the bidder or any proposed Subcontractor has had a contract terminated for default during the past five (5) years, all such instances must be described as required below. Termination for default is defined as a notice to stop performance delivery due to the bidder's non-performance or poor performance, and the issue was either not litigated due to inaction on the part of the bidder or litigated and such litigation determined the bidder to be in default.

It is mandatory that the bidder submit full details of all termination for default experienced during the past five (5) years, including the other Party's name, address, and telephone number. The response to this section must present the bidder's position on the matter. The State will evaluate the facts and will score the bidder's proposal accordingly. If no such termination for default has been experienced by the bidder in the past five (5) years, so declare.

If at any time during the past five (5) years, the bidder has had a contract terminated for convenience, non-performance, non-allocation of funds, or any other reason, describe fully all circumstances surrounding such termination, including the name and address of the other contracting Party.

With regard to termination, the nature of Sierra-Cedar's business is that it provides services, generally on a time and materials basis, for a period of time determined by the client's needs. Virtually all of its contracts terminate, given the nature of the services provided, but they generally are re-activated or replaced with a similar contract when the client requires additional assistance. It notes that it has never been found to have defaulted or performed deficiently under any client contract.

h. SUMMARY OF BIDDER'S CORPORATE EXPERIENCE

The bidder should provide a summary matrix listing the bidder's previous projects similar to this RFP in size, scope, and complexity. The State will use no more than three (3) narrative project descriptions submitted by the bidder during its evaluation of the proposal.

The bidder should address the following:

- i. Provide narrative descriptions to highlight the similarities between the bidder's experience and this RFP. These descriptions should include:
 - a) The time period of the project;
 - b) The scheduled and actual completion dates;
 - c) The Contractor's responsibilities;
 - d) For reference purposes, a customer name (including the name of a contact person, a current telephone number, a facsimile number, and e-mail address); and
 - e) Each project description should identify whether the work was performed as the prime Contractor or as a Subcontractor. If a bidder performed as the prime Contractor, the description should provide the originally scheduled completion date and budget, as well as the actual (or currently planned) completion date and actual (or currently planned) budget.
- ii. Contractor and Subcontractor(s) experience should be listed separately. Narrative descriptions submitted for Subcontractors should be specifically identified as Subcontractor projects.
- iii. If the work was performed as a Subcontractor, the narrative description should identify the same information as requested for the Contractors above. In addition, Subcontractors should identify what share of contract costs, project responsibilities, and time period were performed as a Subcontractor.

Throughout the Justice and Public Safety (JPS) domain, Sierra-Cedar has advanced the use of technology in law enforcement systems, prosecution and defense, court case management, offender management, and integrated justice. Sierra-Cedar has nearly 30 years of history successfully implementing IT services for JPS entities. Sierra-Cedar, along with our Canadian affiliate Sierra Systems Group, has an experienced team of professionals dedicated to meeting the information technology challenges of JPS entities across North America. Sierra-Cedar offers established, repeatable JPS solutions in areas such as information sharing, officer early intervention, content management, offender management, systems integration, e-Filing, court case management and trial scheduling, business intelligence, performance management, and records management integration. Sierra-Cedar provides a robust suite of consulting and managed services offerings that can be tailored to meet the needs of each of our clients. Sierra-Cedar is a recognized leader in JPS System Integration throughout the country.

Sierra-Cedar has been working with law enforcement agencies, with an emphasis on criminal history and criminal reporting data, since the late 1980s. Sierra-Cedar created the Consolidated Criminal History and Reporting System (CCHRS) for Los Angeles County, the nation's largest municipal level criminal justice entity. Sierra-Cedar also represented law enforcement data structures in the formative Georgia Tech Research Institute (GTRI) workshops sponsored by the US Department of Justice (US-DOJ) Global XML Structure Task Force (XSTF). The result of these workshops was the production of version 2 of the national standard for the exchange of criminal justice information, now known as the National Information Exchange Model (NIEM).

The core competency of Sierra-Cedar's JPS practice is applying seasoned JPS program and project managers, technical resources, and business analysts to large, complex, multi-agency, multi-jurisdictional JPS projects that require innovative thinking, industry insights, and a high level of integration.

Our JPS practice has delivered or is in the process of delivering integrated justice solutions for Orange County, CA; San Mateo County, CA; Shelby County, TN; Oregon Judicial Department; Los Angeles Police Department; New Orleans Police Department; and the State of Connecticut. We are confident in our ability to meet the NCJIS data integration needs for the CJIS Program. Sierra-Cedar has successfully implemented JPS solutions for law enforcement, jail, prosecution, courts, public defender, and probation agencies using a variety of software products and standards-based interfaces (e.g., NIEM exchanges, HTML5). Sierra-Cedar has a team of experienced consultants who have successfully implemented justice services in the projects referenced in this response. They bring experience and lessons learned from these and other justice projects, and will leverage this experience to benefit NCJIS.

Our JPS practice activity contributes to national standards organizations, including the Integrated Justice Information Systems (IJIS) Institute, National Association of Justice Information Systems (NAJIS), International Association of Chiefs of Police (IACP), and Corrections Technology Association (CTA). Sierra-Cedar helps develop and enhance JPS industry standards through regular participation in committees, working groups, and task forces of these organizations. We have also contributed more than 30 Information Exchange Package Documentations (IEPDs)/NIEM schemas to the national IEPD Clearinghouse maintained by the US-DOJ, Office of Justice Programs.

Although not an exhaustive representation of Sierra-Cedar's extensive experience, the projects listed in **Table 1** illustrate the depth and breadth of Sierra-Cedar's experience in the JPS industry.

Table 1. Relevant JPS Experience

Sierra-Cedar, Inc. Clients by Justice & Public Safety Area of Practice ⁽¹⁾					
	Law Enforcement	Prosecution & Defense	Courts	Custody / Corrections	Integrated Justice
State of Washington	✓		✓	✓	✓
State of Oregon			✓		✓
King County, Washington			✓		✓
Los Angeles County, California	✓	✓	✓	✓	✓
San Mateo County, California	✓	✓	✓	✓	✓
City of New Orleans	✓				✓
Santa Clara County, California				✓	
State of Connecticut	✓	✓	✓	✓	✓
City of Los Angeles, California	✓				✓
City of Oakland, California	✓				

Sierra-Cedar, Inc. Clients by Justice & Public Safety Area of Practice ⁽¹⁾					
City of San Antonio, Texas	✓		✓		
City of San Diego, California	✓				✓
Shelby County, Tennessee	✓		✓	✓	✓
State of Oklahoma*				✓	
State of Vermont*				✓	
State of Colorado*				✓	
Clark County, Nevada		✓	✓	✓	✓
ILJAO (Orange County), California	✓	✓	✓	✓	✓

NOTE: ⁽¹⁾ Sierra-Cedar's JPS experience is diverse and ranges from system assessment, strategic planning and analysis, system design, to full system implementation.

*Reflects Sierra-Cedar's role as subcontractor in the engagement

Reference Project Descriptions (Narratives)

State of Connecticut - Connecticut Impaired Driving Records Information System (CIDRIS) and Offender Based Tracking System (OBTS)	
Project	Connecticut CJIS - Technical Support for Connecticut Impaired Driving Records Information System (CIDRIS) and Offender Based Tracking System (OBTS)
Prime / Sub-Contractor	Sierra-Cedar is the Prime Contractor for this engagement
Name of Contracting Organization	State of Connecticut – Criminal Justice Information Systems (CJIS)
Total Contract Dollar Value:	OBTS: >\$23 Million (ongoing) CIDRIS: The original contract for this project was valued at \$2.5 Million. The AMS portion of the project is valued at \$1.6 Million.
Brief Description of Contract Work:	<p>This project is for technical implementation and support of the Connecticut Impaired Driving Records Information System (CIDRIS) and the Offender Based Tracking System (OBTS) for the State of Connecticut.</p> <p>OBTS</p> <p>OBTS is the central hub of the State's integrated criminal justice system. OBTS interfaces "real-time" with operational agency criminal justice systems via</p>

State of Connecticut - Connecticut Impaired Driving Records Information System (CIDRIS) and Offender Based Tracking System (OBTS)

event-based eXtensible Markup Language (XML) messages that are transformed and integrated into a data repository that enables Web-based inquiry, notifications to agencies, and administrative monitoring functions. Approximately 60 different event messages have been implemented to-date. OBTS also included a data warehouse demo to provide statistical and ad-hoc reporting capability.

OBTS provides an Integrated Justice system for the State involving three main applications – a court case management system, a corrections offender management system and a criminal history system that provides real time notifications to multiple justice stakeholders.

Integrated data from three enterprise applications:

- Mainframe-based court case management system
- Mainframe-based corrections offender management system
- Mainframe-based criminal history system into a central repository of offender based criminal history

Involved the government bodies of:

- Department of Correction (with Parole Functions)
- Department of Public Safety
- Department of Motor Vehicles
- Department of Information Technology
- Division of Public Defender Services
- Judicial Branch (Judicial Information Systems, Court Support Services Division, Superior Court Operations)
- Local Law Enforcement
- Office of Policy and Management
- Office of the Victim Advocate
- Office of the Division of Criminal Justice, Chief State's Attorney

CIDRIS

CIDRIS provides for electronic exchange of Operating Under the Influence (OUI) incidents, arrest information, and documents from local law enforcement agencies to the following:

- Division of Criminal Justice (for prosecutor case management)

State of Connecticut - Connecticut Impaired Driving Records Information System (CIDRIS) and Offender Based Tracking System (OBTS)

	<ul style="list-style-type: none"> • Superior Court Operations (for court case setup to facilitate court proceedings, adjudication, and disposition) • Department of Motor Vehicles (for license suspension) <p>CIDRIS also allows for electronic communication of court case disposition information from Superior Court Operations and administrative disposition information from the Department of Motor Vehicles (DMV) back to the arresting agency.</p> <p>The deployment of CIDRIS replaced the manual exchange of information and documents amongst local law enforcement, the courts, and DMV. CIDRIS also provides extract, transformation, and load (ETL) of OUI case information to a data mart for trending and analysis.</p> <p>NOTE: CIDRIS and OBTS are due to be replaced by the CISS application.</p>
Project Start and Finish Dates:	<p>Overall Engagement: July 2001 – Current</p> <ul style="list-style-type: none"> • OBTS Implementation: July 2001 – December 2002 (initial phase go-live) • OBTS Technical Support: December 2002 – November 2011 • CIDRIS Implementation: September 2008 – April 2010 • Ongoing Support: November 2011 to December 2017 (ongoing) <p><i>*All work was performed on agreed upon schedule and budget</i></p>
Relevant Responsibilities:	<ul style="list-style-type: none"> • Project Management • Application Development and Integration • Application Performance Management • Business Transaction Management • Systems Management • Integrated Business Planning • System Implementation and Deployment • Management and Supporting Services
Technologies Employed:	<ul style="list-style-type: none"> • Complex Rules Processing using a rules-based engine are applied to the event messages received real-time from the agencies to transform and integrate the data into the offender's criminal history and provide outgoing notifications. • RedHat Operating System running on a Dell R900 using the XEN Virtual Machine

State of Connecticut - Connecticut Impaired Driving Records Information System (CIDRIS) and Offender Based Tracking System (OBTS)

- Oracle 11G database
- Microsoft SQL Server
- JBoss Application Server
- J2EE
- XML Messaging
- Role Based Security
- HTML
- Struts
- EMX
- Xerces II
- SSA Name3
- Secure Socket Layer (SSL) with 128-bit encryption for application security and makes use of digital certificates
- Web-based Inquiry which allows offender centric searches, drill-down and drill-across functionality, and detailed offender information
- Phonetic or "Sounds Like" name searches
- Web Based Reporting which includes development and maintenance of reports using LogiXML LogiInfo & Logi ETL, Dashboards and MSSQL Databases.
- IBM Jazz platform for collaborative software delivery and testing. Jazz components used include IBM Rational Team Concert™, Rational Quality Manager, Rational Requirements Composer and the Rational Functional Tester.

Customer Contact Information:

Mark Tezaris, PMP, CJIS Program Manager
Phone: (860) 622-2140
Email: Mark.Tezaris@ct.gov

Integrated Law and Justice Agencies of Orange County (ILJAOC)

Project	ILJAOC - CJIS
Prime / Sub-Contractor	Sierra-Cedar is the Prime Contractor for this engagement
Name of	Integrated Law and Justice Agencies of Orange County (ILJAOC)

Integrated Law and Justice Agencies of Orange County (ILJAO)	
Contracting Organization	
Total Contract Dollar Value:	<p>\$1m+ (ongoing)</p> <ul style="list-style-type: none"> \$864,000 (as of April 2015) – initial contract + ongoing support
Brief Description of Contract Work:	<p>ILJAO is a consortium of 25 independent JPS agencies in Orange County, CA working as a Joint Powers Authority (JPA). The JPA members include, 22 police departments within the County, the Orange County Superior Court, Orange County Sheriff's Department, and the Orange County District Attorney (OCDA). The first phase of the project was to establish a webMethods integration platform and infrastructure, and to implement inter-agency integration for Probable Cause Declaration Form (PCD) business process. The PCD business process was a labor-intensive paper-based workflow utilizing faxes and hand delivery to the Judicial Hearing Officers.</p> <p>This PCD Portal functionality allows police officers to electronically submit requests to the Court for approval to hold arrestees in custody. Law enforcement can either complete and submit the PCD through the portal, or produce a PCD with their booking system and submit using a web service from the Records Management System (RMS) application. The form is reviewed online by the members of Orange County Superior Court bench on mobile devices. Rendered decisions are submitted electronically back to the law enforcement agency and the county detention facility.</p> <p>All webMethods data exchanges are NIEM-compliant XML.</p> <p>Sierra-Cedar and the ILJAO implemented Pre-Booking form functionality in 2017 using the webMethods platform to facilitate the Portal screens as well as the additional data exchanges. Currently, the team is working with the OCDA on automating another paper-based process for administering of Failure to Appear Arrest Warrants. Future plans for exchanges related to the Direction for Complaint and eCitation processes are also planned.</p>
Project Start and Finish Dates:	<p>January 2012 - ongoing</p> <p><i>*All work was performed on agreed upon schedule and budget</i></p>
Relevant Responsibilities:	<ul style="list-style-type: none"> Project Management Application Development and Integration Application Performance Management Business Transaction Management

Integrated Law and Justice Agencies of Orange County (ILJAOC)

	<ul style="list-style-type: none"> • Systems Management • Integrated Business Planning • System Implementation and Deployment • Management and Supporting Services
Technologies Employed:	<ul style="list-style-type: none"> • Software AG's webMethods Platform, version 9.2 • REST Services • HTML5 • JBOSS Application Platform
Customer Contact Information:	<p>Mike James, Executive Director (949) 279-4888 Mike_James@iljaoc.org</p>

San Mateo County – Criminal Justice Integration (CJI) Project

Project	San Mateo County, CA - CJI
Prime / Sub-Contractor	Sierra-Cedar is the Prime Contractor for this engagement
Name of Contracting Organization	San Mateo County – Criminal Justice Integration (CJI) Project
Total Contract Dollar Value:	<p>\$1.5m+ (ongoing)</p> <ul style="list-style-type: none"> • initial contract + ongoing support
Brief Description of Contract Work:	<p>San Mateo County engaged Sierra-Cedar (then Sierra Systems US) in its integration project in fall 2013. As part of this project, Sierra-Cedar engaged four separate justice agencies, all of whom needed secure access to an outdated Justice Information database. These partner agencies implemented individual Case Management Systems (CMS), all from different vendors, beginning in October 2013 and concluding in December 2015.</p> <p>This project developed a working governance structure, and Project Roadmap to show how the data would be separated and shared (with US government standards), then built an exchange broker platform that could handle 13.6m data elements per year, fed from 32 National Information Exchange Model (NIEM)-compliant exchanges. Sierra-Cedar's team now maintain that platform, and continue to grow the functionality.</p>

San Mateo County – Criminal Justice Integration (CJI) Project

The San Mateo County Criminal Justice Information System (CJIS) is an integrated legacy environment for sharing criminal justice data - improving data sharing between county-level police, courts, district attorney and corrections services. San Mateo County (pop. 750K) includes San Francisco and borders San Jose.

The San Mateo County's legacy Criminal Justice Information System (CJIS) was an integrated legacy environment for sharing criminal justice data between four different but tightly integrated organizations: The Sheriff's Office, the District Attorney's Office, the Superior Court, and the Probation Department.

The real-time communication between these four organizations, for the purpose of identification, shared information, such as scheduling of court cases, has been critical to the success of San Mateo County's Criminal Justice program. All of the partner agencies have or are in the process implementing individual Case Management Systems, from different vendors beginning in October 2013 and concluding in September 2016, that in their final integrated state, will form the new Criminal Justice System (CJI).

This project consists of four phases, plus ongoing, parallel tier 3 support for interfaces and the exchange broker.

In Phase 1 of the project, April - July 2013, Sierra-Cedar developed the CJI Project Roadmap and provide installation and configuration services. This phase included the data governance, and agreed upon structure and system ownership, while the separation was occurring. A final support model for CJI was also defined.

For Phase 2 of the project, containing the five releases which commenced October 2013, Sierra-Cedar was responsible for requirements, design, development and implementation of 32 NIEM compliant exchanges, bi-directional integrations using the Global Reference Architecture (GRA) standards. Each release has involved the separation of one organization from CJISIS.

- Release 0: Platform Implementation - a technical release that focused on the implementation of the exchange broker platform. This phase also established infrastructure and the environments necessary to support the subsequent phases of the project.
- Release 1: Sheriff Office Integration - The San Mateo Sheriff's Department integration, Release 1, became the first of the County Justice Partners to go into Production (June 2014).

San Mateo County – Criminal Justice Integration (CJI) Project

	<ul style="list-style-type: none"> • Release 2: District Attorney Integration - The District Attorney's Office successfully went live in March 2015. • Release 3: Superior Court Integration - The team implemented the functionality on schedule with minimal issues. (November 2015) • Release 4: Probation and legacy CJIS Decommission. The Probation Phase went live in September 2016 and is currently operable. <p>Parallel to project activities, Sierra-Cedar continues to provide Tier 3 Support to the client for all the interfaces and the exchange broker in a unique and flexible model that involves a collaborative planning and budgeting of enhancements and optimizations.</p>
Project Start and Finish Dates:	<p>Overall Engagement: April 2013 – Current (4.5 years)</p> <p>Releases 0 & 1: October 2013 – June 2014</p> <p>Release 2: June 2014 – March 2015</p> <p>Release 3: March 2015 – November 2015</p> <p>Release 4: November 2015 – September 2016</p> <p>Ongoing Support: October 2013 – December 2017 (ongoing)</p> <p><i>*All work was performed on agreed upon schedule and budget</i></p>
Relevant Responsibilities:	<ul style="list-style-type: none"> • Project Management • Application Development and Integration • Application Performance Management • Business Transaction Management • Systems Management • Integrated Business Planning • System Implementation and Deployment • Management and Supporting Services
Technologies Employed:	<ul style="list-style-type: none"> • Software AG's webMethods Platform, version 9.0. • The CJI Broker receives NIEM conformant booking and release data from the Sheriff's Office Jail Management System. The CJI Broker also receives criminal complaint and other e-filing data in NIEM conformant XML files. The Broker transforms the data for Tyler Odyssey consumption. • The Broker also "translates" criminal charge codes from the DA to correspond to Superior Court criminal charge codes. The data is then packaged in a NIEM conformant XML files and sent to Tyler Odyssey web

San Mateo County – Criminal Justice Integration (CJI) Project

	<p>service at the Superior Court. Tyler Odyssey sends back success or failure responses to the CJI Broker.</p> <ul style="list-style-type: none"> The CJI Broker receives court docket/case information, calendaring data, probation data and progress reports from the Tyler Odyssey via NIEM conformant XML files. The Broker transforms the data and exchanges data in NIEM conformant XML files with the Sheriff's Office JMS, DA and Probation's case management systems. The CJI Broker also receives Warrant information from Tyler Odyssey in XML format and transforms the data and sends the data to Alameda Warrant System (AWS). AWS system sends updates regarding issued or served warrants to CJI Broker. The CJI Broker transforms and provides the data for the consumption of Tyler Odyssey.
Customer Contact Information:	<p>Gloria Kanu, IT Director San Mateo Sheriff Department (650) 599-1711 GKanu@smcgov.org</p>

Shelby County, TN – Integration Hub project

Project	Shelby County - ICJIS
Prime / Sub-Contractor	Sierra-Cedar is the Prime Contractor for this engagement
Name of Contracting Organization	Shelby County, TN – Integration Hub project
Total Contract Dollar Value:	<p>\$1.34m+ (ongoing)</p> <ul style="list-style-type: none"> initial contract + ongoing support
Brief Description of Contract Work:	<p>Shelby County encompasses Memphis, Tennessee. With just under one million residents it is the state's largest county. The bulk of Shelby County Sheriff's Office's 2,000 employees are split between two divisions: law enforcement and jail. Shelby County looked to NIEM to integrate its multiple levels of JPS agencies onto a single network. While NIEM is a national standard for data format, it does not define data exchange, and many JPS vendors' systems require additional development to send or receive NIEM messages.</p> <p>A high level of integration was required between the future case management systems. The Info Hub Project configured a messaging broker to connect the departmental case management systems, through 33 different exchanges. As</p>

Shelby County, TN – Integration Hub project	
	<p>part of the Info Hub project, Sierra-Cedar developed the exchanges required to connect the departmental Case Management Systems following the NIEM. The hub was ultimately deployed on the Software AG webMethods Platform, version 9.5.</p> <p>The new OMS, the Court Case Management System and the Public Defender CMS are connected to the ESB and participate in the Info Hub.</p>
Project Start and Finish Dates:	<p>May 2014 – Ongoing</p> <p>Part 1 (Exchange) May 2014 – November 2016 (Ongoing support)</p> <p>Part 2 (Portal) Pending (Q1 2018)</p> <p><i>*Work was performed on schedule and on budget</i></p>
Relevant Responsibilities:	<ul style="list-style-type: none"> • Project Management • Application Development and Integration • Application Performance Management • Business Transaction Management • Systems Management • Integrated Business Planning • System Implementation and Deployment
Technologies Employed:	Software AG's webMethods Platform, version 9.5
Customer Contact Information:	<p>Ed Raper, iCJIS Project Director</p> <p>(901) 222-2619</p> <p>ed.raper@shelbycountyttn.gov</p>

New Orleans Police Department – Early Intervention System	
Project	New Orleans Police Department – Early Intervention System
Prime / Sub-Contractor	Sierra-Cedar is the Prime Contractor for this engagement
Name of Contracting Organization	City of New Orleans – New Orleans Police Department (NOPD)
Total Contract Dollar Value:	<p>\$4.1M + (ongoing)</p> <ul style="list-style-type: none"> • initial contract

New Orleans Police Department – Early Intervention System

Brief Description of Contract Work:

- + ongoing support

The NOPD was required to “develop, implement and maintain an Early Warning System (EWS) to the support the effective supervision and management of NOPD officers and employees, including the identification of and response to potentially problematic behaviors as early as possible.” After visiting and reviewing the Los Angeles Police Department’s (LAPD) TEAMS II implementation and conducting a competitive procurement, the City of New Orleans selected Sierra-Cedar to design, develop and implement its EWS.

Based on successful projects with the Los Angeles Police Department (LAPD) and Oakland Police Department (OPD) with similar US Department of Justice Consent Decrees, Sierra-Cedar was engaged to determine requirements, specifications, user interface design, data design, then build, test, and implement a predictive analytics and case management solution to report, predict, and manage Use of Force by officers.

The core of the solution is a large data warehouse that intakes operational data from dispatch, police reports, traffic, canine, internal affairs, complaints, and HR systems to help identify “normal” risk factors for officer peer groups doing similar duties in similar neighborhoods, and then identifying the “outlier” officers who appear to be orders-of-magnitude higher risk values than their peers.

Sierra-Cedar utilized its Early Intervention System (EIS) Fast Start Solution Framework and EIS Fast Start Methodology as the foundation for the development of the NOPD INSIGHT EIS Solution. INSIGHT was completed on budget and ahead of schedule in September 2016. By using the Fast Start Methodology, some phases were completed up to eight weeks ahead of schedule, despite an expansion of the project scope. The application was developed on Microsoft SharePoint, HTML5, and SQL Server database. In the first year of application support, only 3% of the support hours were spent on defects in the system; the rest were spent on enhancements to INSIGHT and supporting the City projects, such as a SharePoint upgrade. NOPD is entering the second year of support with Sierra-Cedar and is considering several minor enhancements to the platform.

Project Start and Finish Dates:

February 2015 – Ongoing

- Initial Project: February 2015 – October 2016
- Ongoing Support: October 2016 - current

**Work was performed on schedule and on budget*

New Orleans Police Department – Early Intervention System

Relevant Responsibilities:

- Project Management
- Application Development and Integration
- Application Performance Management
- Business Transaction Management
- Systems Management
- Integrated Business Planning
- System Implementation and Deployment
- Management and Supporting Services

Technologies Employed:

- Microsoft SQL Server (Incl. SSAS, SSIS and SSRS)
- Microsoft SharePoint Server
- Microsoft C#.Net
- Microsoft ASP.Net
- Windows Communication Foundation (WCF)
- Web Services
- HTML5
- CSS3

Customer Contact Information:

William Garbee, NOPD Project Manager
(504) 658-7849
wtgarbee@nola.gov

I. SUMMARY OF BIDDER'S PROPOSED PERSONNEL/MANAGEMENT APPROACH

The bidder should present a detailed description of its proposed approach to the management of the project.

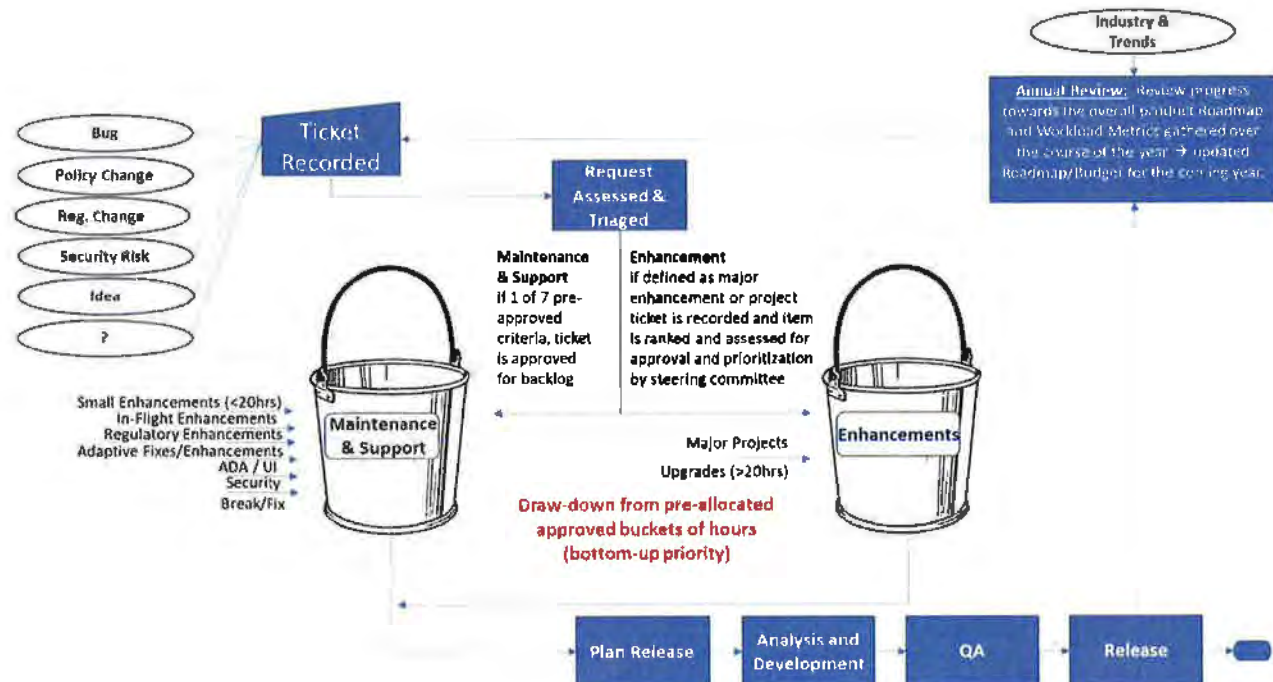
As outlined in TRM-18 in Attachment One, Sierra-Cedar's proposal is to provide two full-time equivalent (FTE) consultants (made up of a part-time business analyst and two technical analysts) who have the skills to fulfill the requirements of the State's project, plus a part-time Delivery Manager (Project Manager) who will facilitate the developers and monitor the current requirements to see if additional or other roles are required to meet the current needs of the State's project. Sierra-Cedar recognizes that the NCJIS application is established and has been operational for some time, as a result the operational risks are well known. Sierra-Cedar would like the State to benefit through having an effective, flexible resourcing model that reflects the maturity of the application and the user community. Under the Sierra-Cedar's JPS-AMS model only a portion of the FTE allocation will be dedicated to break/fix operational maintenance and the remainder of the activities will be available for enhancement activities as the State prioritizes. Under the proposed model the State only pays for the services it needs and uses.

All work requests (issues and enhancements) will be logged in the State's issue tracking tool and prioritized for review. Unless otherwise agreed to Sierra-Cedar will record all activities performed to a specific request ticket number. Sierra-Cedar will work with the State to implement a classification system for prioritizing and tracking requests typically this include up to nine categories (Break/Fix, Security, ADA/UI, Adaptive Fixes, Regulatory Enhancements, In-Flight Enhancements, Small Enhancements (< 20hrs), Upgrades and Major Projects).

The project will be managed with a fixed number of support and maintenance hours allocated monthly (billed as the work is completed). Upon review of the information provided by the State in the RFP our team has recommended up to 20hrs per week for these critical system maintenance activities. Working with the State's project lead the Delivery Manager will assess priorities and review overall activities so there is a balance between operational support activities (daily maintenance) and enhancement requests. All additional enhancement requests will be per the priority of the State and will be managed by the Sierra-Cedar Delivery Manager within the overall contractual cap of hours put in place. At the State's discretion and based on priorities, the State can choose to increase the bucket of support hours available (through a formal project change request). Additional hours are typically set aside for future consumption as part of major projects or critical, unanticipated regulatory or business driven enhancements.

In addition to regular maintenance and enhancement operational support the Sierra-Cedar Delivery Manager will also work with the State's project lead to facilitate regular product road mapping activities. Under this activity the State will have an opportunity to assess long term priorities, review and hear about national initiatives that could be of interest and provide an opportunity to assess the overall governance of the project. The value of our Road Mapping exercise is that it helps to verify that the State's effort and investment are focused and support and maintenance team address key priorities and ultimately return maximum value.

Figure 1. Sierra-Cedar Managed Services Approach for Justice and Public Safety



Sierra-Cedar JPS-AMS

The diagram above is a high-level overview of the support and maintenance model that Sierra-Cedar promotes for Justice and Public Safety Application Management (JPS-AMS). Our experience over thirty years has shown that end-users do not (nor should they) understand the subtle differences between enhancements requests due to regulatory or policy changes vs. issues associated to server or technology. At the end of the day for the end user the product is not able to support business process needs and a fix is required. Our JPS-AMS model encourages users to record all issues so that Product Leads can develop a rich knowledge base of requirements. However, recording a ticket does not automatically assume a fix will be applied. Requests are triaged for priority and assessed against their overall value to the product and business objectives. Our flexible shared support model removes the contentious debate over enhancement vs. bug and allows the team to focus on business value.

The list below identifies the three main categories of activities that are provided and reported upon under the Sierra-Cedar JPS-AMS model.

- Support and Maintenance
 - if 1 of 7 pre-approved criteria, ticket is approved for backlog
 - Small Enhancements (<20 hours)
 - In-Flight Enhancements (currently committed work and work from previous cycle)
 - Regulatory Enhancements
 - Adaptive Fixes / Enhancements
 - ADA / UI Enhancements and identified needs
 - Security Enhancements/patches
 - Break/Fix (includes outages, bugs, identified defects, system issues)

- Enhancements
 - Enhancement value (\$) TBD by NCJIS
 - Sierra-Cedar will align staffing with planned budget spend
 - Category includes Major Projects and Upgrades/Enhancements > 20 hours
- Transition & Planning (one-time activity, annual review)
 - Roadmap/Roadmap Progress & Update
 - Reporting
 - Workload Metrics
 - Backlog Classification
 - Maintenance Prioritization

Resourcing

The two FTE (full time equivalent) Sierra-Cedar resources will provide for:

- The day-to-day oversight and general maintenance of NCJIS
- Planning and development of new capabilities, new datasets and new functionality
- Support and enhancement of existing functionality
- Minor developments and maintenance for the Juvenile Case Management System (JCMS)
- Provide user support for day-to-day issues including user administration
- Other Application Managed Services

For major enhancement requests the Sierra-Cedar Delivery Manager will work with the State's Project Lead to assess the requests for technical needs, and develop an appropriate scope, skills and duration response for the Agency. If additional resources or roles are required the Sierra-Cedar Delivery Lead will work with our Resource Management team to identify appropriate individuals from our pool of JPS CJIS support analysts across the country.

Generally, the Project Manager's Triangle will be enforced for projects (Scope vs. Time vs. Budget). If the scope is small, we can most likely work the change into the daily support within the current allocated budget. If there is enough time, we can generally substitute roles to facilitate the project. If there is a time constraint or scope constraint, and more than the two resources are required, additional cost may occur, subject to agreed upon change management process.

Assumptions

- The State would be responsible for User Acceptance Testing (UAT) and acceptance of all maintenance and enhancements.
- As part of the roadmap process and in order to allow Sierra-Cedar to plan needed resourcing, the State would determine an enhancement budget on an annual basis.
- A minimum of 20 hours per week would be set aside to support maintenance and support activities (pre-approved criteria).
- On a monthly basis the State only pays for services utilized in that month.

- Sierra-Cedar would commit to a fixed number of positions for the Maintenance Team but retain the flexibility to modify the roles/team make up as needed.
- The State would identify a single point of contact (POC) to serve as the “gatekeeper” for all future enhancement requests.
- Recommended minimum State / NCJIS Resourcing:
 - Application Lead (single POC for prioritizations and requests)
 - Business Area Subject Matter Experts
 - Software Quality Assurance (QA)/Testers (to validate/approve maintenance fixes and enhancements)
- The Sierra-Cedar Delivery Manager conducts weekly/bi-weekly meetings focused on service delivery, issues, future plans, and any other business activity/events Sierra-Cedar should be aware of that may impact the services provided; Communicates items that could impact services such as scheduled maintenance window, patching activities, and any planned technology refresh activity. The Delivery Manager is the initial resource to receive escalations.

Sierra-Cedar’s Justice and Public-Sector business model assigns each client account an Account Manager with overall account management and contractual oversight responsibilities. The Account Manager is available to senior stakeholders at any time for escalation and will provide regular oversight to the project delivery team.

Project Delivery Quality

Every Sierra-Cedar client has a designated Delivery Manager who is responsible for the quality of our service delivery, customer satisfaction, and maintaining our contractual commitments. Sierra-Cedar’s Delivery Manager provides a single point of contact and accountability for our clients.

The Sierra-Cedar Delivery Manager has deep JPS technical, functional, and project management experience. As such, we are able to provide the State with experience in:

- Providing insights on project and solution strategies.
- Identifying, screening, and selecting the most qualified team members for each engagement based upon the position qualification requirements and additional requirements obtained through close collaboration with the engagement sponsor(s). The Sierra-Cedar Delivery Manager coordinates with our resource managers to identify the qualified team members for each engagement.
- Managing timely and accurate team member time report submissions and billing reconciliations.

Customer Satisfaction

Closely associated with overseeing service delivery quality, the Sierra-Cedar Delivery Manager is focused on providing the State with a high level of customer satisfaction by:

- Spending time to build relationships with the State’s team.
- Proactively establishing an understanding of the State’s stated goals, objectives, obstacles, and opportunities related to each engagement.
- Providing value-added services and counsel.
- Actively seeking and listening to feedback regarding our services, methodologies, tools, team, and performance with the commitment of continual improvement leading to excellence.

Overall Project Management Methodology

Strong project management is pivotal in delivering well-communicated, timely, and successful projects. The Sierra-Cedar project management methodology is based on years of project management experience and has been developed and refined to embrace the processes and techniques that have consistently resulted in Sierra-Cedar's on-time, within budget, engagements.

Sierra-Cedar's project management methodology is built upon principles adopted from the Project Management Institute (PMI) and the PMI's Guide to the Project Management Body of Knowledge (PMBOK). Additionally, our project management methodology provides the flexibility to align with the State's existing project management methodology as desired. Our methodology has defined standards for resource planning, risk management, status reporting, project communication, progress reporting, and project support.

Sierra-Cedar provides the following project management services through all project phases:

- Integration Management
- Scope Management
- Time Management
- Cost Management
- Quality Management
- Resource Management
- Communication & Change Management
- Issue and Risk Management
- Knowledge Transfer
- Stakeholder Management

We adapt these services to the needs of our clients depending upon the complexity and duration of the project, client project management resources, and client requirements.

The bidder should identify the specific professionals who will work on the State's project if their company is awarded the contract resulting from this RFP. The names and titles of the team proposed for assignment to the State project should be identified in full, with a description of the team leadership, interface and support functions, and reporting relationships. The primary work assigned to each person should also be identified.

Specifically, include the lead liaison, lead developer, and technical architect who will work on the project. Please include additional associates if need be. The individuals proposed to fill these roles will be evaluated as part of the Corporate Overview. It is the expectation that the resumes provided will be of those who are participating in the project.

Sierra-Cedar's proposal is to provide two full-time equivalent (FTE) consultants (made up of a part-time business analyst and two technical analysts) who have the skills to fulfill the requirements of the State's project, plus a part-time Delivery Manager who will facilitate the developers and monitor the current requirements to see if additional or other roles are required to meet the current needs of the State's project.

Figure 2. Suggested Organizational Chart

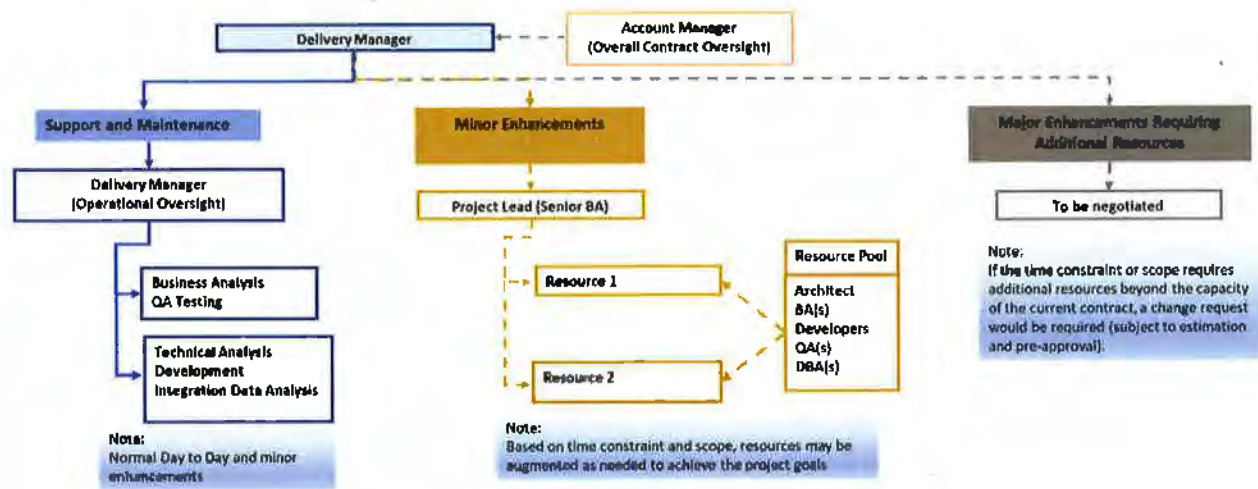


Table 2. Project Roles and Brief Description of Responsibilities

Role	Brief Description	Proposed Representative Resources
Account Manager (Oversight)	Meet with the Agency on a regular basis to review current initiatives and to assist with new initiatives. Manages stakeholders' expectation and validates that the stakeholders' expectations are being met.	<ul style="list-style-type: none"> Chris Litton
Delivery Manager (Lead Liaison)	Conducts weekly meetings focused on service delivery, issues, future plans and any other business activity/events Sierra-Cedar should be aware of that may impact the services provided; Communicates items that could impact services such as scheduled maintenance window, patching activities, and any planned technology refresh activity. Delivery manager is the initial resource to receive escalations.	<ul style="list-style-type: none"> Clyde 'Buck' Grimes
Business Analyst / Lead Developer (QA Testing)	Provides business analysis, training lead, change management, process modelling, quality assurance & testing, test management, test script development, automated & regression test development, communication to stakeholders and internal technical team, lead testing activities, provides status reporting, and defect analysis.	<ul style="list-style-type: none"> Michael Jardine Sherry Dhillon

Role	Brief Description	Proposed Representative Resources
Technical Architect (Development, Integration, and Data Analysis)	Provides technology strategy and architecture services, technology platform integration, technology program management, technical analysis, data analysis, data integration & information delivery, data conversion, data management, and database management.	<ul style="list-style-type: none"> • Michael Jardine • Sandeep Vallabhaneni • David Camden (Technical Architect - Senior)

Value Proposition

Versus the traditional dedicated support resource models often found in the industry, the value proposition of using the Sierra-Cedar JPS-AMS model is:

- CJIS application is proactively updated (e.g. security, ADA, UI, documentation) and kept up-to-date
- The agency only pays for monthly support and maintenance as required (effective use of limited dollars). Majority of the effort available can be utilized for enhancements as per the Agencies preferred schedule
- Sierra-Cedar will provide a resource team that is dedicated to Justice and Public Safety information sharing initiatives and can bring experience, knowledge and trends from other agencies faced with similar needs and requirements (dedicated National support team)
- Ability to draw on technical professionals by the hour as necessary (more skills available, deeper experience)
- Ability to rapidly ramp up the team from our deep pool of JPS capabilities
- Ability to offer extended support hours through national team
- The CJIS application is managed like other vendor apps (consistency), tracks to national standards and initiatives
- A CJIS application roadmap will be developed and maintained
- Allows for cross-training among CJIS application Support/Maintenance Team
- Improved consistency to business requirements and technical analyses processes
- Leverage current CJIS application support dollars to improve product/processes/outcomes
- Proactive rather than reactive approach to application maintenance and support

The bidder should provide resumes for all personnel proposed by the bidder to work on the project. The State will consider the resumes as a key indicator of the bidder's understanding of the skill mixes required to carry out the requirements of the RFP in addition to assessing the experience of specific individuals.

Resumes should not be longer than three (3) pages. Resumes should include, at a minimum, academic background and degrees, professional certifications, understanding of the process, and at least three (3) references (name, address, and telephone number) who can attest to the competence and skill level of the individual. Any changes in proposed personnel shall only be implemented after written approval from the State.

Representative résumés for Sierra-Cedar's consultants can be found in **Appendix A**.

Consultant References

Proposed, Representative Resources	Reference Information
Clyde 'Buck' Grimes, Delivery Manager (Lead Liaison)	State of Connecticut Mark Tezaris, CJIS Program Manager 55 Farmington Avenue, 11th Floor, Hartford, CT 06105 (860) 622-2140
	State of Connecticut Steve Wallick, OBTS Technical Administrator 55 Farmington Avenue, 11th Floor, Hartford, CT 06105 (860) 622-2183
	On-Line Systems, Inc. Jamie Martin, Account Manager 790 Farmington Avenue, Suite 3-D • Farmington, CT 06032 (860) 678-1300 ext. 201
Sherry Dhillon, Business Analyst (QA Testing, Communication)	Washington State Patrol Tania Johnson, SECTOR Program & Project Manager 321 Cleveland Ave SE, Tumwater, WA 98501 (360)-596-4970 Ext. 13970 Tania.Johnson@wsp.wa.gov
	Shelby County, Tennessee Terri Stanton, System Analyst III 160 N. Main Suite 1000, Memphis, TN 38103 (901) 222-2649 Terri.Stanton@shelbycountyttn.gov
	New Orleans Police Department Jessica Heidelberg, Insight Business Analyst 715 S Broad Ave, New Orleans, LA 70119 (504) 658-5904 jrheidelberg@nola.gov
Michael Jardine, Business Analyst /	State of Connecticut Mark Tezaris, CJIS Program Manager 55 Farmington Avenue, 11th Floor, Hartford, CT 06105

Proposed, Representative Resources	Reference Information
Lead Developer (Analysis, Development, Integration, and Data Analysis, QA Testing)	(860) 622-2140
	State of Connecticut Steve Wallick, OBTS Technical Administrator 55 Farmington Avenue, 11th Floor, Hartford, CT 06105 (860) 622-2183
	Kris Lewis, Technology Director (Sierra Systems Group) 1809 Barrington Street, Suite 1004, Halifax, Nova Scotia B3J 3K8 (902) 425-6688 KrisLewis@sierrasystems.com
Sandeep Vallabhaneni, Technical Architect (Development, Integration, and Data Analysis)	Superior Court – County of Los Angeles Kevin French, IT Manager 1945 S Hill Street, LA, CA 90007 (213) 893-0184 KFrench@lacourt.org
	Los Angeles Department of Mental Health Jay Patel, Los Angeles County Department of Mental Health Division Chief 550 S Vermont Ave, Los Angeles, CA 90020 (213) 480-3650 JPatel@dmh.lacounty.gov
	Colleen Rogers, Project Manager (Sierra-Cedar) 222 N. Sepulveda Blvd., Suite 1310, El Segundo, CA 90245 (310) 536-6288 Colleen.Rogers@sierra-cedar.com
David Camden (Technical Architect – Senior)	San Mateo Sheriff Department Gloria Kanu, IT Manager 455 County Center, 3rd Floor Redwood City, CA 94063 (650) 363-4548 GKanu@smcgov.org
	Shelby County (TN) Government Colleen Funk, Information Technology Services 160 N Main, Suite 1000 Memphis, TN 38103 (901) 222-2624 colleen.funk@shelbycountyttn.gov
	BC Finance Louise Lam, Director, TACS Operations & Projects 1802 Douglas St, Victoria, BC V8T 4K6, Canada (250) 387-5784 Louise.Lam@gov.bc.ca

j. SUBCONTRACTORS

If the bidder intends to Subcontract any part of its performance hereunder, the bidder should provide:

- i. name, address, and telephone number of the Subcontractor(s);
- ii. specific tasks for each Subcontractor(s);
- iii. percentage of performance hours intended for each Subcontract; and
- iv. total percentage of Subcontractor(s) performance hours.

Sierra-Cedar will subcontract some aspects of the State's project to its Canadian affiliate, Sierra Systems Group. Although Sierra Systems Group is a separate legal entity from Sierra-Cedar, the companies share common ownership and management and routinely collaborate to deliver successful projects for our IPS clients. Examples of this partnership include work at New Orleans Police Department, Los Angeles Police Department, as well as projects at Shelby County, TN, and San Mateo County, CA.

3. TECHNICAL APPROACH

The technical approach section of the Technical Proposal should consist of the following subsections:

a. Attachment One, Technical Requirement Matrix

Attachment One
RFP # 5716 Z1
Technical Requirements Traceability Matrix
Technical Support for the Nebraska Criminal Justice Information System (NCJIS)

Bidders shall complete a Technical Requirements Traceability Matrix to provide Technical Support for the Nebraska Criminal Justice Information System (NCJIS). Bidders are required to describe in detail how their proposed solution meets the specifications outlined within each Technical Requirement.

The Traceability Matrix is used to document and track the project requirements from the proposal through testing to verify that the requirement has been completely fulfilled. The contractor will be responsible for maintaining the contract set of Baseline Requirements. The Traceability Matrix will form one of the key artifacts required for testing and validation that each requirement has been complied with (i.e., 100% fulfilled).

The Traceability Matrix must indicate how the bidder intends to comply with the requirement and the effort required to achieve that compliance. It is not sufficient for the bidder to simply state that it intends to meet the requirements of the RFP. The State will consider any such response to the requirements in this RFP to be non-responsive. The narrative should provide the State with sufficient information to differentiate the bidder's technical solution from other bidders' solutions.

The bidder must ensure that the original requirement identifier and requirement description are maintained in the Traceability Matrix as provided by the State

How to complete the traceability matrix:

Column Description	Bidder Responsibility
Req #	The unique identifier for the requirement as assigned by the State, followed by the specific requirement number. This column is dictated by this RFP and must not be modified by the bidder.
Requirement	The statement of the requirement to which the bidder must respond. This column is dictated by the RFP and must not be modified by the bidder.

Req #	Understanding of the Project Requirements
TRM-1	Describe experience with development on major projects utilizing similar technical environments

Response:

Sierra-Cedar, along with our Canadian affiliate, Sierra Systems Group, has a dedicated Justice and Public Safety (JPS) practice specializing in the development of justice systems. Sierra-Cedar has 30 years of experience delivering projects based on leading technologies which help public sector entities increase operational performance through improved processes. Our firm provides a comprehensive suite of consulting and managed services offerings that are tailored to the needs of each client. Sierra-Cedar is a recognized leader in JPS System Integration throughout the country. We provide solutions for the full range of JPS agencies, including: Law Enforcement, Jail/Offender Management, and Courts and Justice Integration.

Sierra-Cedar's JPS Practice's core competency is applying leading program management and the technical resources to implement large, complex multi-agency, multi-jurisdictional JPS solutions that require innovative thinking and a high level of integration.

Sierra-Cedar's ability to assist clients in all phases of assessment, planning, development, deployment, and support has established Sierra-Cedar as a recognized leader in JPS system integration throughout the country. Our experience has allowed Sierra-Cedar to develop a 360° view of Justice and Public Safety.



Sierra-Cedar has successfully implemented JPS projects for law enforcement, jail, prosecution, courts, public defender, and probation agencies using a variety of software products and standards-based interfaces (e.g. National Information Exchange Model [NIEM] exchanges, HTML5). Sierra-Cedar has a team of experienced consultants who have successfully implemented justice projects in the projects referenced in this response. They bring experience and lessons learned from these and other justice projects, and they will leverage this experience to benefit the State.

Sierra-Cedar is a strong proponent of standards-based Justice exchanges using the National Information Exchange Model (NIEM). We participated in the formative workshops sponsored by the US-DOJ Global XML Structure Task Force (XSTF) to create version 2 of the standard. Sierra-Cedar has or is currently implementing NIEM-based exchanges in Shelby County (Memphis), TN; San Mateo County, CA; Los Angeles County, CA; Clark County (Las Vegas), NV; the Texas Association of Counties; and the State of Connecticut. We also implemented the Court Filing Standard for electronic filing in the King County (WA) Superior Court. Other examples of our large-scale successful Justice and Public Safety solutions are:

- Offender Management Network Information System (OMNI) for Washington State
- Consolidated Criminal History Reporting System (CCHRS) in Los Angeles County
- Province-wide integrated Justice Information System (JUSTIN – Court Case Management System and CORNET – Corrections Network / Offender Management System) for British Columbia (reflects a Sierra Systems Group client)

Although not an exhaustive representation of Sierra-Cedar's extensive experience, the projects listed in **Table 2** illustrate the depth and breadth of Sierra-Cedar's experience in the JPS industry.

Table 1. Relevant JPS Experience

Sierra-Cedar, Inc. Clients by Justice & Public Safety Area of Practice ⁽¹⁾					
	Law Enforcement	Prosecution & Defense	Courts	Custody / Corrections	Integrated Justice
State of Washington	✓		✓	✓	✓
State of Oregon			✓		✓
King County, Washington			✓		✓
Los Angeles County, California	✓	✓	✓	✓	✓
San Mateo County, California	✓	✓	✓	✓	✓
City of New Orleans	✓				✓
Santa Clara County, California				✓	
State of Connecticut	✓	✓	✓	✓	✓

City of Los Angeles, California	✓				✓
City of Oakland, California	✓				
City of San Antonio, Texas	✓		✓		
City of San Diego, California	✓				✓
Shelby County, Tennessee	✓		✓	✓	✓
State of Oklahoma*				✓	
State of Vermont*				✓	
State of Colorado*				✓	
Clark County, Nevada		✓	✓	✓	✓
ILJAO (Orange County), California	✓	✓	✓	✓	✓

NOTE: ⁽¹⁾ Sierra-Cedar's JPS experience is diverse and ranges from system assessment, strategic planning and analysis, system design, to full system implementation.

*Reflects Sierra-Cedar's role as subcontractor in the engagement

Sierra-Cedar Justice and Public Safety Project Profiles – Court Projects

Washington State Administrative Office of the Courts (AOC)

Appellate Court Case Management System (ACORDS) Assessment

Performed an assessment of the Appellate Court Case Management System (ACORDS), which is a multi-tiered Java-based case management application used by the Supreme Court and the three divisions of the Court of Appeals. The assessment included recommendations for changes to ACORDS.

Judicial Information System (JIS) Assessment

Performed an assessment of the Judicial Information System (JIS) applications (11 separate applications with a shared data source), including network environment, configuration, hardware and software, and analysis of the soundness of the overall JIS.

Project Management Office (PMO) Enterprise Implementation

Provided recommendations on enterprise information technology (IT) governance, Project Management Office (PMO) services, and portfolio management planning. Developed an IT Governance Model that was adopted by the Judicial Information System Committee.

Public Access Enterprise Data Warehouse

Provided project management, database design, database development, and development of data import routines for the Public Access Enterprise Data Warehouse for each of the levels of courts: appellate, superior, and courts of limited jurisdiction. The data warehouse allows AOC to report statistics using business intelligence tools.

King County Superior Court – Department of Judicial Administration (KC DJA)

Enable the electronic filing and automated handling of all King County Superior Court case documents. To complete DJA's multi-year plan for a comprehensive move into an Electronic Court Records (ECR) system, DJA required a system that adds electronic filing functionality for documents through a DJA web site, and Internet access for viewing public documents that were in the existing system.

KC DJA – Core ECR

The Core ECR system scans court-filed documents, indexes scanned images, conducts quality assurance, and processes documents through DJA's business workflow. This application processes on average over 8,000 new documents daily across three different courthouses in King County.

KC DJA – Document Management System (DMS) Construction

Migrated from FileNET into SQL Server storage of documents to allow ECR read-only applications (ECR Online, Public Print Queue, ECR Web) to access documents.

KC DJA – E-Filing Enhancements

Enhancement of the existing E-Filing online user interface and technical implementation to support higher user and transaction volumes to support the filing, internal management, printing, and electronic distribution of Working Papers.

KC DJA – Core ECR Enhancements – ECR-Online

Allows for the purchase and viewing of court case documents via the Internet.

KC DJA – Support Maintenance Time & Materials Hourly

Provide ongoing maintenance and support to solve issues, conduct requirements, project management, and build any enhancements to any of the ECR applications.

King County – District Court

Document Management System (KCDOR Online)

Creation of an online system that allows public access to court documents over the Internet on a fee-paid basis, while allowing other governmental jurisdictions free access.

Superior Court – County of Los Angeles (LASC)

Application Management Services (AMS)

Since 1995, the Superior Court—County of Los Angeles (LASC) has continuously outsourced ongoing operations and application management to Sierra-Cedar. As the lead System and Application Administrator, Sierra-Cedar provides the first and final point of contact for system and application incidents.

LA eCourtAccess

Worked closely with the Court's IT department, Information Services and Technology Bureau (ISTB), to manage, design, develop, and implement many of the online and public access initiatives.

- Conducted a comprehensive study of the Court's business processes and automated case management system and developed a **Court Case Management System Strategy** for re-engineering the Superior and Municipal Courts' business processes, consolidation of the Court's five Civil Case Management Systems, and enhancing or replacing their Criminal Case Management Systems.
- **LASC's website** is an online entry point to a centralized collection of key Court information and services concerning all aspects of the Court. **LAeCourtOnline** is a major source of revenue collections for the court system.
- The **LAeCourtKIOSK system** offers the public interactive touch-screen access to important Court information and dynamic data.

- The **Document Management and Workflow** system manages Civil, Probate, Traffic, and Family Law Court Documents, containing over 60 million imaged Court documents.
- A new single application, called **ArcScan**, performs both document imaging and microfilm archiving for the Court's Records Information Management (RIM) program. ArcScan includes productivity and quality assurance design to ensure efficient and effective document imaging and archiving.
- Designed and developed the **ROPO NIEM Exchange** system to streamline and automate the NIEM 2.0 compliant XML-based exchanges of data between the Superior Court and Sheriff's Office. The Court issues Restraining Order (RO) and Protective Order (PO) documents, which are scanned, and metadata are assigned to ArcScan where they are immediately packaged and electronically sent to the Sheriff's Office. A sophisticated routing subsystem allows the Court to easily add additional law enforcement agencies who can leverage this data exchange.
- The **Probate Notes Case Management System** is a web-based application used to manage the business processes for the creation and maintenance of Probate Court calendars, case notes, and case workload assignments. The system also provides retrieval, display, and printing functionality for imaged court case documents, and workflow processes to control document indexing, new document processing, and Probate calendar note preparation.
- The **Auto Citation** project added a new source for Traffic citation images – handheld devices used by California Highway Patrol (CHP) officers that generate electronic files. Worked with the Court in the design, development, testing, and implementation of a new system to automatically process, index, and store the CHP electronic files into the Document Imaging system. Sierra-Cedar also developed a web-based Traffic citation document viewer.
- The **Alternative Dispute Resolution (ADR)** web site allows users to search the ADR Neutral database to find a mediator or arbitrator by entering case criteria.

Other systems include a Court security staff management system and a tracking system for service of subpoenas and fine collections.

Oregon Judicial Department (OJD)

OJD Web Portal

Sierra-Cedar was awarded a contract to design the new OJD content management platform and convert existing OJD content.

Sierra-Cedar Justice and Public Safety Project Profiles – Non-court Initiatives

Sierra-Cedar also has many years of experience in other Justice and Public Safety arenas, a summary of which is provided below.

Client Name	Project Name
Integrated Justice Projects	
Los Angeles County, California	Consolidated Criminal History Reporting System (CCHRS)
	Los Angeles Regional Crime Information System (LARCIS)
Clark County, Nevada	Integrated Justice Information System (IJIS)
State of Connecticut	Criminal Justice Information System – Offender Based Tracking System (CJIS-OBTS)
San Mateo County, California	Integrated Justice Information System (CJIS)

Orange County, California	Integrated Justice Information System (IJJAO)
Shelby County, Tennessee	Integrated Justice Information System (CJIS)
Law Enforcement Projects	
Los Angeles County Sheriff's Department, California	Marshal's Modified Automated Process Administration System (MAPAS) Management
	Automated Fingerprint Identification System (AFIS) Implementation Support
City of Los Angeles Police Department (LAPD), California	LAPD Risk Management Information System (RMIS) and Use of Force System (UOFS/ TEAMS I, II, III)
	LAPD Integrated Crime and Arrest Records System (ICARS)
	LAPD Information Technology Strategic Plan
San Diego Police Department, California	Criminal Records Management System (CRMS) Support & Enhancements
New Orleans Police Department	Early Intervention System
Washington State Patrol	Electronic Citation (DUI)
Oakland Police Department, California	Early Intervention System
Prosecution and Defense Projects	
Los Angeles County, California	Alternate Public Defender (APD) System
Tarrant County, Texas	District Attorney – Electronic Case Filing System (ECFS) Phase 3
	Indigent Defense On-line (IDOL) System
Orange County, California	District Attorney - IT Strategic Roadmap and Technology Assessment
	Law Enforcement Electronic Case Submission (IJJAO)
Corrections Projects	
Washington State Department of Corrections (DOC)	OMNI Phase 3
	OMNI Phase 3 Implementation and Implementation – Phase 2
	OMNI Maintenance and Support

	IT Strategic Roadmap and Roadmap Implementation
	Project Management Office (PMDOC) Rollout
Los Angeles County Sheriff's Department (LASD), California	Defendant/Inmate Movement Management System (DIMMS)
Colorado Department of Corrections (sub-contractor)	Project Management Office (PMDOC) Rollout, Integration, and Data Conversion
Vermont Department of Corrections	Project Management Office (PMDOC) Rollout
San Mateo County Probation Department	Project Management Office (PMDOC) Rollout, Change Management, Integration, and Data Conversion
Oklahoma Department of Corrections	IT Strategic Roadmap and Technology Assessment
Santa Clara County Department of Correction, California	Business Process Re-engineering and Strategic Planning

Technologies

Sierra-Cedar has strategic partnerships with Amazon Web Services, Oracle, Salesforce, MuleSoft, Splunk, and Workday. Its Canadian affiliate Sierra Systems Group is a Gold Microsoft Partner. Sierra-Cedar has relevant project experience for the State's stated list of project and business requirements, including the Development Language, Operation Software, Development Software, Hardware, and Storage. The NCJIS environment is very common in the JPS community and Sierra-Cedar has both implemented and managed systems and applications similar to the State's environment.

Supported by Sierra-Cedar	Development languages
✓	VB6.0
✓	VB.Net
✓	ASP.Net
✓	C#.Net
✓	Active VB script
✓	Java script
✓	DHTML

✓	XML
✓	XSD
✓	XSL
✓	XSLT
✓	XPATH
✓	SQL
✓	SQL Stored Procedure
✓	ADO
✓	ADO.Net
✓	SQL Server SSIS Package
Operational Software	
✓	MS SQL Server 2014 Standard
✓	IIS 7.0
✓	MS Certificate Server in standalone mode
✓	MS .Net Framework 3.5 and 4.0
✓	Ability SFTP Server
✓	DB2 Connect and IBM Data Server Client V9.5
✓	Neevia PDF Merge
✓	Open XML SDK 2.0 for Microsoft Office
✓	VisualJ#_Redistributable_2.0_2ndEdition
✓	XML to PDF converter
✓	Microsoft SQL Server 2016 Management Studio
✓	Microsoft Analysis Services Client Tools
✓	Microsoft Data Access Components
✓	Microsoft MSXML
✓	File editor utility to browse data in regular and hex format
Development Software	
✓	Windows 2008 Server R2 Standard, Windows 2008 Server R2 Enterprise, Windows 2012 Server R2 Standard

✓	MS SQL Server 2014 Standard
✓	Visual Studio 2008, Visual Studio 2012
✓	XML, XSD, XSL and XSLT editor
✓	IBM Data Server Client V9.5
✓	VisualJ# Redistributable 2.0 2ndEdition
✓	XML to PDF converter
✓	SFTP client compatible with Ability SFTP server
Hardware	
✓	Certificate Server - Virtual Machine Intel Xeon CPU E5-5530 V3 @2.40GHZ 2 GB RAM, C drive 45 GB, D drive 109 GB, Windows Server 2008 R2 Enterprise
✓	Web Server - Virtual Machine Intel Xeon CPU E5-2650 V2 @2.60GHZ 4 GB RAM, C drive 50 GB, D drive 109 GB, Windows Server 2008 R2 Standard
✓	SQL Server - Virtual Machine Intel Xeon CPU E5-2650 V3 @2.30GHZ (4 Processors), 24 GB RAM, C drive 99
✓	GB, D drive 199 GB, NCJISSQL03 - Virtual Machine Intel Xeon CPU E5-2650 V3 @2.30GHZ (4 Processors), 24 GB RAM, C drive 99 GB, D drive 199 GB, F drive 1.24 TB, G Drive 299 GB, Windows Server 2012 R2 Standard
Storage	
✓	1.24 TB Drive and 299 GB shared drive attached to SQL Server as SAN units.

TRM-2	Describe knowledge of and participation in professional associations or similar groups whose membership would be of benefit to this engagement
<p>Response:</p> <p>Sierra-Cedar has a robust JPS practice that has been in existence for 30 years. This longevity in the market has not only allowed us to refine our project processes and methodologies, but it has also helped attract highly qualified practitioners to Sierra-Cedar's JPS practice. These consultants contribute to client projects and are involved as thought leaders in various national organizations in the courts, corrections, and law enforcement arena.</p> <p>Some industry organizations with which Sierra-Cedar is active include:</p> <ul style="list-style-type: none"> • National Association of State CIOs (NASCIO) • National Center of State Courts (NCSC) • IJIS Institute - Integrated Justice Information Systems (IJIS) • National Association for Justice Information Systems (NAJIS) • Canadian Centre for Court Technology (CCCT) • Major Cities Chiefs Association (MCCA) • National Sheriffs' Association (NSA) • International Association of Chiefs of Police (IACP) • Law Enforcement Information Management (LEIM) section of IACP • Corrections Technology Association (CTA) • Project Management Institute (PMI) • International Institute of Business Analysis (IIBA) • The Data Warehousing Institute (TDWI) 	

	Proposed Development Approach
TRM - 3	Describe proposed consistency with or variations to current environment.
<p>Response:</p> <p>Sierra-Cedar provides end-to-end management for an organization's technology solutions, from strategy through implementation to managed support. Sierra-Cedar has the experience to support the current NCIS environment, as well as to plan, design, and implement innovative improvements. Sierra-Cedar's services have evolved over its 30+ year history and span from technology engagements to providing advice and guidance across strategic planning, change management, benefits realization and business engagement; including process management and optimization.</p> <p>With years of project-based implementation experience, Sierra-Cedar is able to deliver results by relying on our purpose-built guidance, our quality people, and our drive to be the best. Our application development and integration professionals use tested tools and techniques, drawn from industry-leading methodologies, standards and frameworks such as the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK).</p> <p>The NCIS current environment as described in the State's RFP is similar to other projects and managed applications managed by Sierra-Cedar. Sierra-Cedar provides a full range of services which will meet or exceed your requirements.</p> <ul style="list-style-type: none"> • Most of the systems implemented by or managed by Sierra-Cedar are sourced by multiple agencies and other entities, with disparate systems. Many of these clients feature legacy systems using older technologies. • All require interfaces and data exchanges. Although NIEM exchanges are recommended, Sierra-Cedar supports many different types of exchanges. Sierra-Cedar accepts that exchange types other than NIEM must be supported, partly due to legacy systems. Sierra-Cedar supports many types of exchanges including DAT files, XML, XLS, and others; as well as methods such as screen scraping, document scraping, and database extracts. When applicable, Sierra-Cedar has provided translators which converts one exchange message type to another. • Sierra-Cedar maintains a large development staff with extensive knowledge in most common languages and products available. We support and recommend .Net and Java as two of the industry standards. Sierra-Cedar supports both VB.Net and C#.Net, as well as Java, JEE, and JavaScript. Sierra-Cedar also supports a multitude of middleware products and services, including those listed in the State's RFP. • By default, Sierra-Cedar provides day-to-day tier 3 oversight services during the State's regular business hours (8 AM to 5 PM CST, Monday thru Friday, excluding State observed holidays.) Sierra-Cedar is flexible in that we could provide support earlier than 8 AM or later than 5 PM should the occasional issue require (e.g. implementation release, go-live). • If support for extended hours are required, for an additional fee, Sierra-Cedar can provide Service Desk offering which includes industry standard established practices utilized by many clients across many industries. This extends to full cloud service support through onsite application managed services. For our JPS initiatives requiring AMS, Sierra-Cedar can provide enhanced services with Security-cleared individuals. The help desk services hours of operation are from Sunday starting at 7 PM EST through Saturday ending at 7 PM EST (except for major holidays). The cost and coverage hours are not included in Sierra-Cedar's proposal and would be negotiated separate of this contract. <p>Following initial contract negotiation, Sierra-Cedar recommends our account executive and key resources meet with a few key resources from the State for a kick-off and discovery session. This is typically 3-4 hours in duration and is offered at no charge. The purpose of the kick-off and discovery session is to assist our project leadership team</p>	

gain an understanding of the key stakeholders, drivers, priorities, active initiatives, and other relevant information so our future service order responses offer maximum value back to the State. During the session, we will introduce our principal JPS team members and offer advice and recommendations based on our observations, as well as participation, of trends in the market. The kick-off and discovery session will help form a blueprint for future engagements and is typically repeated at regular intervals through the duration of the contract.

Sierra-Cedar's approach to a new managed support contract is to provide for the maintenance of the current environment, while providing an in-depth analysis of the environment. Sierra-Cedar will be assessing the security, performance, and products fit of the current environment, as well as the users' needs. This process will be continued throughout the Application Managed Services (AMS) contract, providing key stakeholders with information on how to protect and grow their systems. The Sierra-Cedar Account Executive and RMs are proactive and will identify potential resources required to provide the AMS and Support, and to provide for support of new or existing projects. The Sierra-Cedar Account Executive will meet with the key stakeholders on a regular basis to review current initiatives and, where appropriate, anticipated projects that the State is considering.

TRM-4	Describe any anticipated or proposed changes to the current environment and development arrangement, as discussed.
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Response:

At this stage Sierra-Cedar does not anticipate any immediate recommendations for changes to the current environment, however our proposed model will introduce a Sr Technical Architect and the NCJIS team will have access to Sierra-Cedar's depth of experience supporting other environments across the country serving similar business needs. As part of our initial assessment and transition activities our CJIS specialists will work with your leads to assess current state and develop an overall target roadmap that addresses priorities for modernization, upgrades, enhancements and any additional project oversight and governance recommendations that are approved for implementation.

Sierra-Cedar has proposed a team approach to support the development arrangement. Our model allows for two designated technical analysts (developers) and a part-time Business Analyst supported by a part-time Delivery Lead (Project Management). This team will primarily work remotely but regular onsite visits are proposed to ensure key activities and relationships are supported. The benefits of this model are that the team can provide extended service if necessary, the team can bring expertise and experience from other CJIS initiatives underway, the NCJIS has four designated contacts ensuring additional redundancy should someone not be available, the team can seamlessly ramp up additional resources to support major enhancements or releases and most significantly the State only needs to pay for the maintenance services and hours they need and therefore can make more effective use of the limited budgets available.

Following initial contract negotiation, Sierra-Cedar recommends our account executive and key resources meet with a few key resources from the State for a **kick-off and discovery session**. The purpose of the kick-off and discovery session is to assist our project leadership team gain an understanding of the key stakeholders, drivers, priorities, active initiatives, and other relevant information so our future service order responses offer maximum value back to the State. During the session, we will introduce our principal JPS team members and offer advice and recommendations based on our observations, as well as participation, of trends in the market. The kick-off and discovery session will help form a blueprint for future engagements and is typically repeated at regular intervals through the duration of the contract.

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projects. The Sierra-Cedar Account Executive will meet with the key stakeholders on a regular basis to review current initiatives and, where appropriate, anticipated projects that the State is considering.

Based on the outcomes from above, Sierra-Cedar will develop a support plan to better facilitate the stakeholders' requirements and expectations.

TRM-5	Describe any current or to-be-implemented aspects of security (technical, procedural, etc.) within the Bidder's company and/or environment that are relevant to the acceptance and fulfillment of this RFP.
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Response:

Consistent with modern practice, security is architected as an overlay: a framework of rules, standards and elements of published and reviewed policies for protecting the system's resources within a shared management philosophy the confidentiality, integrity and availability of the State's CJI throughout its lifecycle and that sit above the applications, rather than inside or adjacent to them.

Sierra-Cedar's security solutions are architected in a way that promotes secure end-to-end connectivity (using encrypted and authenticated server-to-server and user-to-server messages). Our projects also maintain compliant separation between CJIS and non-CJIS systems, determining authentication and authorization first; tightly integrating with the Global Federated Identity and Privilege Management (GFIPM) security framework utilizing national standards and protocols for securely connecting multi-jurisdictional law enforcement and public safety personnel to interagency applications and data over the Internet or Intranet. Under this paradigm, the search module receives only valid requests, and does not require redesign if any of the security rules or policies are subsequently modified. Our solutions are typically designed to address the security architecture consistent with the DOJ's 2017 CJIS Security Policy framework.

When appropriate, Sierra-Cedar prefers to leverage biometrics or multi-factor authentication.

Additionally, Sierra-Cedar leverages audit logs and accountability controls designed to increase the probability of authorized users conforming to prescribed patterns of behavior. Configurable log messages compliant with CJIS and JRA auditing requirements are, by default, built into the solution applications resulting in data directed into desired files and management systems. Information is derived from these messages and is used to trigger automatic actions, to provide event-triggered alerts, and to provide routine and ad hoc reports.

Also, Sierra-Cedar's corporate owned laptops are managed by our internal Corporate Systems team. To comply with Sierra-Cedar's security policy, each laptop must be fully encrypted and running the following software: Flexera's Personal Software Inspector (PSI), Spirion's Identity Finder, and anti-virus. As an added layer of protection, Sierra-Cedar has deployed Carbon Black Endpoint Protection (CbEP) and Carbon Black Endpoint Response (CbER) to each laptop. All this software is managed, deployed, and monitored either by the Corporate Systems or Corporate Security teams. In addition, each Sierra-Cedar employee is required to sign a security agreement.

When appropriate or required, there may be options to leverage existing State security infrastructure as well.

TRM-6	Describe proposed or required (to be provided by Crime Commission) development environment (including hardware, software and toolsets).
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Response:

Sierra-Cedar has concluded over years of development that the development environment should be as similar to the production environment as possible; although, generally the amount of memory and disk space are less than production.

Servers

- Certificate Server - Virtual Machine Intel Xeon CPU E5-5530 V3 @2.40GHZ 2 GB RAM, C drive 45 GB, D drive 109 GB, Windows Server 2008 R2 Enterprise
- Web Server - Virtual Machine Intel Xeon CPU E5-2650 V2 @2.60GHZ 4 GB RAM, C drive 50 GB, D drive 109 GB, Windows Server 2008 R2 Standard
- SQL Server - Virtual Machine Intel Xeon CPU E5-2650 V3 @2.30GHZ (4 Processors), 24 GB RAM, C drive 99 GB, D drive 199 GB, NCISSQL03 - Virtual Machine Intel Xeon CPU E5-2650 V3 @2.30GHZ (4 Processors), 24 GB RAM, C drive 99 GB, D drive 199 GB, F drive 1.24 TB, G Drive 299 GB, Windows Server 2012 R2 Standard

Note: For Development, most clients will combine the functionality onto one server when possible. For example: Development may combine the Certificate Server and Web Server on to one system.

Software

- Windows 2008 Server R2 Standard, Windows 2008 Server R2 Enterprise, Windows 2012 Server R2 Standard
- MS SQL Server 2014 Standard
- IIS 7.0
- MS .Net Framework 3.5 and 4.0
- MS Certificate Server in standalone mode
- Visual Studio 2008, Visual Studio 2012
- XML, XSD, XSL and XSLT editor
- IBM Data Server Client V9.5
- Neevia PDF Merge
- Open XML SDK 2.0 for Microsoft Office
- VisualJ# Redistributable 2.0 2nd Edition
- XML to PDF converter
- Putty and sFTP client compatible with Ability SFTP server
- HexEditor or Hex Editor Pro utility for browsing data in regular and hex format

If the State's project requires a change in the State's Development environment, Sierra-Cedar will leverage the agreed upon project management methodologies and methods over the course of our support project to communicate and manage the changes required. Project Management Methodology includes:

- | | |
|--------------------------|----------------------------|
| • Integration Management | • Resource Management |
| • Scope Management | • Communication Management |

	<ul style="list-style-type: none"> • Schedule Management • Cost Management • Quality Management • Risk Management • Knowledge Transfer
TRM-7	Describe requirements relative to personnel, equipment, software licensing, office space, etc.
	<p>Response:</p> <p>The following general assumptions were made while preparing this Proposal. Further assumptions can be found throughout Sierra-Cedar's response document, including the Technical Response and Cost Response.</p> <ul style="list-style-type: none"> • After the Design Phase; Sierra-Cedar and the State will jointly review the remaining activities and effort required for the completion of the NCJIS project. If the assumptions and scope identified for this Proposal have changed, the schedule's effort and cost may be adjusted using the Change Control Process. • System / Integration Testing will have a duration of up to 10 days. • User Acceptance Testing (UAT) will have a duration of up to 20 days. • Sierra-Cedar resources will be located remotely and will be provided secure remote access to the required environments. • One draft version of each deliverable will be produced and the review period will be a maximum of five days. After the review period, feedback and corrections will be incorporated and a final version will be published. If no feedback is received within this time period, the deliverable is deemed to be accepted and will be invoiced. Sierra-Cedar will submit invoice authorization forms for approved deliverables. If the invoice authorization form is not returned with signatures in 10 days, the invoice is deemed authorized and will be submitted to the State. <p>Sierra-Cedar provides each of their staff members a secured laptop with the appropriate software and licenses to perform their scope of work. Generally, some Sierra-Cedar staff will travel on-site for key project milestone activities while others will provide services remotely. As always, Sierra-Cedar will negotiate other terms if required, but in general the following terms applies:</p> <ul style="list-style-type: none"> • Off-Site support: Sierra-Cedar provides each of their staff members a secured laptop with the appropriate software and licenses to perform their scope of work. When Sierra-Cedar's personnel is working off-site or remotely, the expectation is that Sierra-Cedar will facilitate its staff with the exception that the State will be required to provide a VPN connection. • On-Site support: Generally, most clients prefer the on-site personnel to be in with their staff so that daily interactions will occur. In this scenario, the State will provide for facilities; including an office or cubical and amenities, network connection, utilities, and access to a printer. • On-Site support Exception: In the rare case that a client's requirements do not allow for external laptops to be used within their facilities, the State would be expected to provide the computer, software, and licenses as well as the network connection, utilities, and office or cubical and amenities. This would include on-site and visiting personnel.

TRM-8	If the vendor proposes a different approach, technically or through other development tools or products including commercial middleware software, then a clear description of the approach and impact on necessary changes must be outlined.
<p>Response:</p> <p>Sierra-Cedar provides end-to-end management for an organization's technology solutions, from strategy through implementation to managed support. Sierra-Cedar's services have evolved over its 30-year history and span from technology engagements to providing advice and guidance across strategic planning, change management, benefits realization and business engagement; including process management and optimization.</p> <p>Initially, Sierra-Cedar will provide support for the existing environments. Once the current environments are secure and supported, Sierra-Cedar will assess the State's environments to determine how Sierra-Cedar can best assist you in improving your environments. Sierra-Cedar has experience in most Microsoft products, and we will do analysis including security, performance, and software as well the approach being used for development. Formal recommendations for change will be provided to the key stakeholders in writing. Minor recommendations for change (enhancements and minor support recommendations) will be entered into the issue tracking application for consideration as per the agreed upon issue tracking and escalation approach.</p>	

	Technical Considerations				
TRM-9	Describe the Bidder's experience with current described technical environment items and similar environments (hardware and software).				
<p>Response:</p> <p>Sierra-Cedar has extensive Justice Integration experience (over 30 years) working with agencies from across all Law Enforcement and Public Safety domains at a State, Local, and Federal level. In this time working with agencies like Los Angeles Police Department, New Orleans Police Department, Washington State Patrol, Washington State Department of Corrections, Washington State Administrative Office of the Courts (AOC), State of Connecticut CJIS, Orange County IJAOC, our consultants have encountered multiple technologies, standards and environments. Examples of some of our technology experience are included below:</p> <table border="1"> <thead> <tr> <th>Client</th><th>Technology</th></tr> </thead> <tbody> <tr> <td>Washington State Patrol and New Orleans Police Department</td><td> <ul style="list-style-type: none"> • Microsoft SQL Server (incl. SSAS, SSIS and SSRS) • Microsoft SharePoint Server • Microsoft C#.Net • Microsoft ASP.Net </td></tr> </tbody> </table>		Client	Technology	Washington State Patrol and New Orleans Police Department	<ul style="list-style-type: none"> • Microsoft SQL Server (incl. SSAS, SSIS and SSRS) • Microsoft SharePoint Server • Microsoft C#.Net • Microsoft ASP.Net
Client	Technology				
Washington State Patrol and New Orleans Police Department	<ul style="list-style-type: none"> • Microsoft SQL Server (incl. SSAS, SSIS and SSRS) • Microsoft SharePoint Server • Microsoft C#.Net • Microsoft ASP.Net 				

		<ul style="list-style-type: none"> • Windows Communication Foundation (WCF) • Web Services • HTML5 • CSS3 	
	State of Connecticut CJIS	<ul style="list-style-type: none"> • Complex Rules Processing using a rules-based engine are applied to the event messages received real-time from the agencies to transform and integrate the data into the offender's criminal history and provide outgoing notifications. • RedHat Operating System running on a Dell R900 using the XEN Virtual Machine • Oracle 11G database • Microsoft SQL Server • JBoss Application Server • J2EE • XML Messaging • Role Based Security • HTML • Struts • EMX • Xerces II • SSA Name3 • Secure Socket Layer (SSL) with 128-bit encryption for application security and makes use of digital certificates • Web-based Inquiry which allows offender centric searches, drill-down and drill-across functionality, and detailed offender information • Phonetic or "Sounds Like" name searches • Web Based Reporting which includes development and maintenance of reports using LogiXML LogiInfo & Logi ETL, Dashboards and MSSQL Databases. 	

		<ul style="list-style-type: none">• IBM Jazz platform for collaborative software delivery and testing. Jazz components used include IBM Rational Team Concert™, Rational Quality Manager, Rational Requirements Composer, and the Rational Functional Tester.
	Orange County IJAOC, San Mateo County IJIS, and Shelby County iCJIS	<ul style="list-style-type: none">• Software AG’s webMethods Platform, version 9.2• REST Services• HTML5• JBOSS Application Platform

TRM-10	Describe the Bidder’s experience with development on major projects utilizing the described tools, in Section II.H of the RFP.
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Response:

The following list is representative of Sierra-Cedar’s relevant project experience:

State of Connecticut Offender Based Tracking System (OBTS)—Sierra-Cedar was involved with the OBTS project from its inception in 2001, to its completion in 2012. Sierra-Cedar has provided Application Managed Services (AMS) since 2012, and will continue to do so until OBTS is retired in 2018. OBTS is an integral part of Connecticut's war on criminal activity is an ability to communicate and manage information on criminal offenders. OBTS brought together many different information systems to more effectively and efficiently track offenders. OBTS is a system which tracks the status of an offender on a near real time basis from the time of arraignment, through adjudication, incarceration, and supervision, until release, as applicable. Criminal justice agencies, as authorized, may query OBTS for offender information. Data for OBTS is provided by exchanges from multiple agencies. OBTS include data from the Judicial Branch (Court Case Management System, Central Infractions Bureau, Paperless Re-Arrest Warrant Network Protection Order Registry), Department of Public Safety (Master Name Index / Computerized Criminal History [CCH]), and Department of Correction (Offender Management System). Support included MS SQL Server 2012 & Oracle 11g, Windows Server 2012, Red Hat Linux, JEE, Java, Java Script, Apache, and other middleware. Also provided some dashboards in .Net/C#.

New Orleans Police Department (NOPD)—After a competitive procurement and based on Sierra-Cedar’s success with creating an Early Intervention System (EIS) for the Los Angeles Police Department, Sierra-Cedar developed the INSIGHT EIS solution for the NOPD. The core of the solution is a large data warehouse that intakes operational data from dispatch, police reports, traffic, canine, internal affairs, complaints, and HR systems to help identify “normal” risk factors for officer peer groups doing similar duties in similar neighborhoods, and then identifying the “outlier” officers who appear to be orders-of-magnitude higher risk values than their peers. Applications and technologies for INSIGHT include: Microsoft SQL Server (incl. SSAS, SSIS and SSRS); Microsoft SharePoint Server; Microsoft C#.Net; Microsoft ASP.Net; Windows Communication Foundation (WCF); Web Services; HTML5; and CSS3.

Los Angeles County Department of Mental Health—The Department of Health (DMH) Integrated System (IS) supports the administration and billing for the County’s highly complex and diverse mental health service operations. DMH operates the largest mental health service system in North America. They provide mental health services to

more than 250,000 residents annually through a complex network of more than 600 clinical and hospital service locations (100 County-operated, 500 privately operated) by more than 18,000 rendering practitioners.

In 2004, Sierra-Cedar (then Sierra Systems US) implemented the IS for the Los Angeles County DMH – providing Health Insurance Portability and Accountability Act (HIPAA) compliant administration and claim processing services for the DMH client service operations. The IS, built on Microsoft .NET and SQL Server platform, provides the administrative and claim management support for the entire behavioral healthcare network – which includes over 525,000 services every month with monthly claim values of nearly \$70 million dollars. On average, the IS processes 30,000 claims every day. The IS provides for direct data entry as well as receipt and processing of HIPAA Electronic Data Interchange (EDI) transactions. **Applications and technologies:** The IS implements a component-based architecture to meet DMH HIPAA and business requirements. It is comprised of a set of distributed software applications and tools that support industry and HIPAA standards for data, security and transport protocols. Sierra-Cedar's "wrapper solution" is an expedient method of achieving compliance without a major legacy system rework. Using a component-based architecture provides DMH with key advantages in flexibility and scalability. Each component is designed and developed to function on its own or as part of a larger more comprehensive system. Specific technology includes:

- HIPAA Transaction receipt, translation, and validation: Microsoft BizTalk, Microsoft BizTalk HIPAA Accelerator
- User Interface & Batch Process Components: Microsoft .NET
- Database: Microsoft SQL Server
- Reporting: Microsoft SQL Server Replication and Crystal Enterprise
- Mainframe CICS Integration: Hostbridge
- Secure File Transfer: Axway Secure Transport

Number of users: 7,500 users at 600 sites

System Interfaces:

- NET Application Integration: The IS interfaces with 2 external .NET applications using web service technology.
- Mainframe Application Integration: The IS performs real time interface with DMH mainframe systems for prescription, client enrollment and provider maintenance. Interface with these systems uses custom CICS transactions via HTTP protocol with audit logging of each request and response.
- Batch Integration: The IS sends flat file claim information for use by DMH legacy applications using FTP technology

HIPAA EDI Transaction Integration:

- Receipt of HIPAA EDI transaction files using Secure File Transfer (SFT) technology for upload and management of EDI files.
- Submission of EDI claim files to the State is via the State's web-based portal for upload of files.

Integrated Law and Justice Agencies of Orange County (ILJAO)—ILJAO is a consortium of 25 independent JPS agencies in Orange County, CA working as a Joint Powers Authority (JPA). The JPA members include, 22 police departments within the County, the Orange County Superior Court, Orange County Sheriff's Department, and the Orange County District Attorney (OCDA). Sierra-Cedar worked with the ILJAO (Integrated Law & Justice Agency of Orange County) to establish a webMethods integration

platform and infrastructure, and to implement inter-agency integration for Probable Cause Declaration Form (PCD) business process. The PCD business process was a labor-intensive paper-based workflow utilizing faxes and hand delivery to the Judicial Hearing Officers.

This PCD Portal functionality allows police officers to electronically submit requests to the Court for approval to hold arrestees in custody. After the project go-live the Court process was transitioned to Judges for review and Sierra-Cedar developed the Judicial application using REST services, JBOSS, and HTML5 leveraging the existing NIEM interface in Software AG webMethods.

San Mateo County, CA, Criminal Justice Integration (CJIS) Project—The San Mateo County Criminal Justice Information System (CJIS) is an integrated legacy environment for sharing criminal justice data - improving data sharing between county-level police, courts, district attorney and corrections services. San Mateo County (pop. 750K) includes San Francisco and borders San Jose. San Mateo County engaged Sierra-Cedar (then Sierra Systems US) in its integration project in fall 2013. As part of this project, Sierra-Cedar engaged four separate justice agencies, all of whom needed secure access to an outdated Justice Information database. These partner agencies implemented individual Case Management Systems (CMS), all from different vendors, beginning in October 2013 and concluding in December 2015.

This project developed a working governance structure, and Project Roadmap to show how the data would be separated and shared (with US government standards), then built an exchange broker platform that could handle 13.6m data elements per year, fed from 32 National Information Exchange Model (NIEM)-compliant exchanges. Sierra-Cedar's team now maintain that platform, and are growing the functionality. Key applications and technologies: SQL*Server, SVN, Software AG WebMethods 9.1 (MWS, IS, Broker) Designer.

TRM-11

Describe the Bidder's knowledge of and experience with data transfer and interface technologies.

Response:

Sierra-Cedar has over 30 years of developing interfaces between disparate criminal justice organizations and providing means for data exchanges and transfers. Sharing data between criminal justice organizations can be a considerable challenge, not only because different organization may have different systems, but because they have different names, meanings, and formats for their data elements. Before data can be exchanged between agencies, it needs to have a common language. To solve this dilemma, Sierra-Cedar recommends adapting a conceptual framework using the **National Information Exchange Model (NIEM)** that can be customized as needed when building the data exchanges. To create a standards-based approach, Sierra-Cedar uses the **National Information Exchange Package Documentation (IEPD)** that contains all that is needed to exchange data between criminal justice agencies. An IEPD is a collection of documents that typically includes required items such as schemas, XML artifacts, samples, documentation of various kinds, and rendering instructions. This collection of documents is based on the agreement that is made with the participating agencies on the specific information that they wish to share.

Sierra-Cedar's approach to interfaces is that we only use custom interfaces when a commercial off-the-shelf (COTS) interface is not plausible. For example, legacy systems or COTS software where the code is not available are candidates for custom interfaces and data transfers.

Some examples of Sierra-Cedar projects that provided interfaces and data transfers are as follows:

State of Oregon Judicial Department (OJD)—Oregon eCourt Integration Hub—Sierra-Cedar was engaged as a subcontractor to Tyler Technologies who was awarded a contract to provide a statewide Case Management System (CMS) for the Oregon Trial Courts. Sierra-Cedar's role was to provide integration of the new case management system, Tyler Odyssey, to other state agencies and Oregon Judicial Department's (OJD) business partners. To provide this access, Sierra-Cedar used BizTalk and other Microsoft technologies to build an Integration Backbone comprised of a shared BizTalk architecture and a common BizTalk application for generic integration needs. Using the integration backbone, Sierra-Cedar converted integrations associated with the outgoing legacy case management system to use the BizTalk Integration Backbone and the new CMS, Tyler Odyssey.

This project featured 37 synchronous and asynchronous interfaces including both real-time and batch outbound messaging along with real-time API-based inbound message processing and batch inbound message processing. Technologies used included: Windows Server, SQL Server, C#.Net, NIEM, BizTalk, Web Services, and many more.

Shelby County, Tennessee—Integrated Criminal Justice Information System (ICJIS)—Shelby County implemented an Integrated Criminal Justice Information System (ICJIS) to address strategic criminal justice objectives for the County. The integrated system includes a new Court Case Management System to support the Criminal Courts, a single Offender Management System (OMS) for the Jail and the Correction Center, and a Case Management System (CMS) for the Public Defender's Office.

A high level of integration was required between the future case management systems. The Info Hub Project configured a messaging broker to connect the departmental case management systems, through 33 different exchanges. As part of the Info Hub project, Sierra-Cedar developed the exchanges required to connect the departmental Case Management Systems following the NIEM. The hub was ultimately deployed on the Software AG webMethods Platform, version 9.5.

The new OMS, the Court Case Management System and the Public Defender CMS are connected to the ESB and participate in the Info Hub.

Clark County, Nevada - Justice & Public Safety Community of Interest—CCJIS was designed to serve Justice Data exchanges across law enforcement, corrections, prosecution, defense, court and other agencies in this large metropolitan county with a population of 1.9 million residents. CCJIS includes NIEM compliant interfaces for over 30 data exchanges. Examples include arrests, bookings, custody status changes, warrants, bail/bond, citations, calendar settings, case filings, charge dispositions, request for prosecution, positive ID, protective orders and others.

State of Connecticut, Offender Based Tracking System (OBTS)—This project was for the development, implementation and application maintenance support of the Offender Based Tracking System (OBTS), the central hub of the State of Connecticut's integrated criminal justice system. OBTS interfaces "real-time" with operational agency criminal justice systems via event-based XML messages that are transformed and integrated into a data repository that enables Web based inquiry, notifications to agencies and administrative monitoring functions. Approximately 60 different event messages have been implemented to-date. The OBTS enables timely, accurate sharing of critical criminal justice information among Connecticut law enforcement, prosecutors, public defenders, the courts, corrections, probation and parole officials, while conforming to legal requirements for confidentiality and nondisclosure.

Among the interfaces developed by Sierra-Cedar were interfaces for the Judicial Department's Alpha VMS, Department of Corrections and State Police's IBM Mainframes, PRAWN's Windows 2008 Server and the IBM WebSphere Application Server. Across these interfaces Sierra-Cedar provided approximate 60 data exchanges. OBTS was updated to receive NIEM 2 messages from two additional systems, but after testing and acceptance was completed, the State decided to put their two new systems on hold.

The State of Connecticut had legacy systems that could not generate the XML/NIEM messages, so Sierra-Cedar built a front-end to the systems to collect daily events as they were occurring, generate messages, buffer the message, and provided for guaranteed delivery. Also, a message translator interface was created by Sierra-Cedar, so that any predefined message type could be delivered. The translator interface translates a DAT file, or a non-standard XML file into the correct message type prior to delivering the message to OBTS. Also, the translator assures that messages are processed in the order receive and assist in assuring for guaranteed delivery. This approach allowed for reusable code reducing the overall cost of data transfers and interfaces. This is an example of where a custom interface was required.

Once all of the interfaces and data transfers were complete, the State decided to replace Oracle DBMS with MS SQL Server. Sierra-Cedar converted the databases, migrated just short of 1 TB of data, and migrated the OBTS software and the interfaces to MS SQL Server 2012. Also, Sierra-Cedar provided a series of web based user interfaces with drill down functionality, and dashboards for customizable statuses of OBTS, CIDRIS and other State systems. All of which had to be migrated as well.

State of Connecticut, Connecticut Justice Information System (CJIS) Program (CIDRIS)—CIDRIS provides for electronic exchange of Operating-under-the-Influence (OUI) incident and arrest information and documents from local Law Enforcement Agencies to the Division of Criminal Justice (for prosecutor case management), to Superior Court Operations (for court case setup to facilitate court proceedings, adjudication and disposition), and to Department of Motor Vehicles (for license suspension). CIDRIS also allows for electronic communication of court case disposition information from Superior Court Operations when the court case has been disposed and administrative

disposition information from the Department of Motor Vehicles (DMV) when hearings and decisions on license suspension have been completed, back to the arresting agency. The deployment of CIDRIS will replace the current method of manual exchange of information and documents amongst local Law Enforcement, the courts and DMV. CIDRIS will also provide for extract, transformation and load (ETL) of OUI case information to a data mart for trending and analysis in a future phase.

Electronic exchange of information amongst the agencies is accomplished via real-time XML messages that are NIEM 2.0 conformant, using WebSphere MQ, Oracle DBMS for database management & MSSQL Server, JBoss Application Server, J2EE for application processing.

Other project examples include Sierra-Cedar's work with **San Mateo County, California** and the **Orange County IJAOC**.

TRM-12	Describe the Bidder's knowledge of and experience with federally driven criminal justice integration efforts and standards (including but not limited to GLOBAL, NIEM, GJXDM, SOA, GFIPM, FBI CJIS security standards).
<p>Response:</p> <p>As demonstrated above in TRM-1 and in other questions regarding specific project qualifications, Sierra-Cedar has extensive qualifications in the JPS realm and have established long-time relationships with several public sector entities and law enforcement agencies. In additions, as demonstrated in TRM-2 (also refer to Appendix A: Representative Consultant Résumés in Sierra-Cedar's Technical Response), Sierra-Cedar's JPS consultants have also amassed several qualifications that make them leaders in the industry when it comes to the State's stated project goals.</p> <p>Some of the differentiators that set Sierra-Cedar apart from our competitors include:</p> <ul style="list-style-type: none"> • Over 30 years of JPS experience with various entities – including extensive experience with Justice and Law Enforcement agencies. • Sierra-Cedar remains active with various Justice and Public Safety Associations and regularly attends industry forums, conferences and standards events. E.g. include IJIS Institute Briefings, IACP, MCCA • Sierra-Cedar has a Corporate Security Officer with overall responsibility for internal and hosted security environments, practices and policies. In addition, the JPS team liaise and work closely with our Security Officer to assess and track CJIS Security standards and addendums to ensure awareness and where applicable compliance with standards and revisions. • Sierra-Cedar is a strong proponent of standards-based justice exchanges based on the NIEM. Sierra-Cedar participated in the formative workshops sponsored by the US-DOJ Global XML Structure Task Force (XSTF) to create version 2 of the standard. Sierra-Cedar has been implementing standards-based Integrated Justice initiatives since the advent of the national standards in the early 2000s. Sierra-Cedar worked with the predecessors of NIEM, both the Justice XML Data Dictionary (JXDD) and the Global Justice XML Data Model (GJXDM). Sierra-Cedar was a key contributor to the creation of version 2 of the JXDD, developing foundation data structures for law enforcement incident constructs. Sierra-Cedar was also an early adopter of innovative demonstrations and implementations of the standards as they have evolved into what is now NIEM. • A mentioned above, Sierra-Cedar's JPS practice activity contributes to national standards organizations, including the IJIS Institute, National Association of Justice Information Systems, International Association of Chiefs of Police, and Corrections Technology Association. Sierra-Cedar helps develop and enhance standards through 	

regular participation in committees, working groups, and task forces. **Sierra-Cedar has also contributed more than 30 IEPDs/NIEM schemas to the national IEPD Clearinghouse maintained by the US-DOJ, Office of Justice Programs.**

- Sierra-Cedar worked on the US Department of Justice – Bureau of Justice Assistance’s Nationwide Suspicious Activity Reporting (SAR) Initiative.
 - ✓ The purpose of the Nationwide SAR Initiative is to demonstrate the ability to share terrorism related information across Federal, State, Local and Tribal partners across the United States using the SAR Functional standards developed by the Program Manager for the Information Sharing Environment. The effort included 72 State and Local Fusion Centers, FBI, DHS, DoD, and other Federal partners. Federated Search using Shared Spaces resident at each State and Local Fusion Center and at the Federal Partners. Technology utilized is .NET and SQL Server.
 - ✓ This architecture has been developed using **national standards** in terms of architecture and exchanges. The foundational architecture is based on the **Justice Reference Architecture (JRA)** and the exchanges are based on the **National Information Exchange Model (NIEM)**. The Justice Reference Architecture (JRA) was developed through a collaborative effort of the **Global Justice Information Sharing Initiative (Global)**, Office of Justice Programs (OJP), U.S. Department of Justice (DOJ).

TRM-13

Describe the Bidder’s knowledge of and experience with security models including digital certificates, two-factor authentication and federated security.

Response:

Sierra-Cedar has extensive experience with the use of digital certificates, two-factor authentication and federated security.

Internally, Sierra-Cedar uses digital certificates, two-factor authentication, and federated security across the organization enabling our consultants to access a host of online services that include both on-premise and cloud. Our federated security model makes authentication to these services seamless and the multi-factor solution provides users with a number of options including a smart phone “app” with both push and pull capability.

At the New Orleans Police Department, Sierra-Cedar has worked closely with the City’s architecture and security resources to integrate their two-factor authentication and federated security product with a suite of Microsoft SharePoint Applications that were originally implemented in October 2016.

In addition to architecting, implementing and or integrating solutions that utilize digital certificates, two-factor authentication and federated security, Sierra-Cedar consultants have also been involved in the creation of policies and standards related to Federation and Federated Identity Management. We have worked at the state (and province) level on several citizen-centric identity information management strategies and programs.

The following qualifications reflect work done by JPS consultants from Sierra-Cedar and Sierra Systems Group, its Canadian affiliate:

As an early adopter of the Microsoft “Geneva” Framework (later rebranded as Microsoft Active Directory Federation Services), Sierra Systems Group implemented one of the first claims-based federated access management solutions for one of customers in Vancouver, Canada.

For the BC Ministry of Public Safety and Solicitor General, Sierra Systems Group developed the Integrated Corrections Operational Network (ICON) providing online electronic services to inmates throughout the Province’s 10 correctional centers. The solution utilizes biometrics (i.e. fingerprint recognition) to support multi-factor authentication and authorization. Sierra also created a federated security model using Oracle’s Access Manager to leverage existing provincial identity management infrastructure and knitting that together with the new biometric repository.

TRM-14	Describe the Bidder's knowledge of and experience with updating Microsoft environments including server software, .net applications, SQL applications.
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Response:

Sierra-Cedar has extensive experience consulting, integrating, implementing, and supporting Microsoft applications and associated services for both the applications and the underlying technologies. Sierra-Cedar is part of The Sierra-Cedar Group, Inc., one of the largest independent North American IT services companies. Sierra-Cedar has approximately 960 employees and together with its Canadian affiliate, Sierra Systems Group Inc., it has approximately 2,000 professionals focused on the US and Canadian markets with global delivery capabilities in both countries. Our consultants are among the most experienced in the marketplace and our unique blend of technical and business transformation services offers the State a fresh choice with an organization with demonstrated success.

Sierra-Cedar has extensive experience consulting, integrating, implementing, and supporting Microsoft Products including but not limited to the following:

Product	Supported
Windows 2008 Server R2 Enterprise	✓
Windows 2008 Server R2 Standard	✓
Windows 2012 Server R2 Standard	✓
MS Certificate Server	✓
MS SQL Server (All versions)	✓
Microsoft SQL Server 2016 Management Studio	✓
Microsoft Analysis Services Client Tools	✓
Microsoft Data Access Components	✓
SQL Server Analysis Services (SSAS)	✓
SQL Server Reporting Services (SSRS)	✓
SQL Server Integration Services (SSIS)	✓
SQL Server Management Studio (SSMS)	✓
SQL Stored Procedure	✓
T-SQL	✓
.Net (C#.Net & VB.Net)	✓
ADO.Net, ADO	✓
Many, many more....	✓

Project examples where Sierra-Cedar has provided Microsoft software include:

State of Oregon Judicial Department (OJD)—Oregon eCourt Integration Hub—Sierra-Cedar was engaged as a subcontractor to Tyler Technologies who was awarded a contract to provide a statewide Case Management System (CMS) for the Oregon Trial Courts. Sierra-Cedar's role was to provide integration of the new case management system, Tyler Odyssey, to other state agencies and Oregon Judicial Department's (OJD) business partners. To provide this access, Sierra-Cedar used BizTalk and other Microsoft technologies to build an Integration Backbone comprised of a shared BizTalk architecture and a common BizTalk application for generic integration needs. Using the integration backbone, Sierra-Cedar converted integrations associated with the outgoing legacy case management system to use the BizTalk Integration Backbone and the new CMS, Tyler Odyssey.

Sierra-Cedar delivered such services as:

- | | | |
|---|--------------------|---|
| • Project Management | • Fit/Gap Analysis | • Architectural Design |
| • Conceptual Design and Requirements Definition | • Development | • Software Installation and Configuration |
| • Quality Review | • Implementation | • Training/Knowledge Transfer |
| • Warranty | | |

Deliverables for which Sierra-Cedar was responsible:

- | | | |
|------------------|---|-------------------------|
| • Fit Assessment | • Scope Assignment | • Development Plan |
| • Test Plan | • Conceptual Design | • System Specifications |
| • Test Results | • Code Delivery (including a Message Tracking Portal) | • Knowledge Transfer |

This project featured 37 synchronous and asynchronous interfaces including both real-time and batch outbound messaging along with real-time API-based inbound message processing and batch inbound message processing.

Applications / Technologies Employed:

- | | |
|---|---|
| • Sierra-Cedar BizTalk Development Infrastructure | • BizTalk, BizTalk ESB, BizTalk BAM |
| • Windows Server | • SQL Server |
| • SQL Server Stored Procedures | • C#.Net |
| • XML, NIEM XML | • TFS and the TFS Agile Methodology for Development |
| • Web Services, FTPS, MSMQ, and email Messaging | • Tyler Odyssey APIs |
| • SPVN | |

State of Connecticut - Offender Based Tracking System (OBTS) and Connecticut Impaired Driving Records Information System (CIDRIS)—Since 2012, Sierra-Cedar has provided Managed Services to the State of Connecticut for the Offender Based Tracking System (OBTS) system and the Connecticut Impaired Driving Records Information System (CIDRIS). Among their many duties, Sierra-Cedar migrated the OBTS Oracle DBMS version 11g database running on Solaris to MS SQL Server 2012 running on Windows 2012 Server. This included setting up the Windows 2012 Server, MS SQL Server, migrating all databases components (users, tables, triggers, etc.), converting all scripts and stored procedures from PL-SQL to T-SQL, and migrating approximately 1 TB of data. Later, Sierra-Cedar repeated the process for the CIDRIS system. Sierra-Cedar also migrated, the OBTS and CIDRIS software, web pages, and other supporting code as well. Sierra-Cedar continues to provide the MS SQL Server support for the Development system and provides scripts to the State's Database Administrator (DBA) to update the servers in UAT and Production.

Please see project references (**Appendix TBD** in Sierra-Cedar's Technical Response) for more details about Sierra-Cedar's supported systems, with Microsoft databases.

TRM-15	Describe the Bidder's knowledge of and experience with developing and maintaining interfaces across systems (involving both similar technologies and disparate systems).
<p>Response:</p> <p>Sierra-Cedar provides innovative solutions for organizations within the JPS realm. Our proven experience working with State, County, and Municipal JPS agencies provides us with insight on how we can leverage optimal technology solutions for interfacing across multiple agencies, across state boundaries, or other entities such as the federal government. In fact, interfacing between agencies and government systems is a core competency for Sierra-Cedar's JPS practice. We build interfaces between agencies even when disparate systems, legacy systems or mismatch technologies exists.</p> <p>As stated above, Sierra-Cedar recommends the State adapt a conceptual framework using NIEM that can be customized as needed when building the data exchanges. To create a standards-based approach, Sierra-Cedar uses the IEPDs to exchange data between criminal justice agencies. Sierra-Cedar's approach to interfaces is that we only use custom interfaces when a COTS interface is not plausible. For example, legacy systems or COTS software where the code is not available are candidates for custom interfaces and data transfers.</p> <p>Most companies can create an interface between two systems, but it takes the experience, skills and understanding that Sierra-Cedar has obtained over the last 30 years to provide innovative solutions for whole organizations. In fact, most companies fail to understand the most important concept of interfacing large complex legal systems, which is "an interface is not only between systems, it is also an interface between information"; information for which each agency is responsible for. As Sierra-Cedar is very aware of this concept, Sierra-Cedar begins the process by obtaining agreements between the agencies based on early leadership by the Sierra-Cedar's team to establish the following key outcomes with the stakeholders:</p> <ul style="list-style-type: none"> • The definition of an appropriate governance structure to handle competing priorities between the stakeholders involved as well as associated vendors. • The development of a roadmap for the engagement approach and prioritization of activities relating to the introduction of each new system and the interdependencies with each of the other three stakeholder groups and solution needs. • The development of an appropriate data governance model dealing with matters of data ownership and management processes and methods. • The development an interim and an end state support model dealing with related communications and interdependencies and separation of services. <p>Once the agreements are established and accepted, Sierra-Cedar will do an in-depth analysis of the current environment to determine the best technology solutions for the physical interface, and the best design for protecting the owner's accountability for information being shared.</p> <p>For more details, see the following projects in the project references section:</p> <ul style="list-style-type: none"> • State of Connecticut's OBTS and CIDRIS • Integrated Law and Justice Agencies of Orange County (ILJAOC) • City of New Orleans Police Department • San Mateo County – Criminal Justice Integration (CJI) Project • Shelby County – Integrated Criminal Justice Information Systems (iCJIS) 	

TRM-16	Describe the Bidder's knowledge of and experience with criminal justice (as a system or as relating to prior work involving criminal justice applications and agencies).
<p>Response:</p> <p>Throughout the Justice and Public Safety (JPS) domain, Sierra-Cedar has advanced the use of technology in law enforcement systems, prosecution and defense, court case management, offender management, and integrated justice. Sierra-Cedar has nearly 30 years of history successfully implementing IT services for JPS entities. Sierra-Cedar, along with our Canadian affiliate Sierra Systems Group, has an experienced team of professionals dedicated to meeting the information technology challenges of JPS entities across North America. Sierra-Cedar offers established, repeatable JPS solutions in areas such as information sharing, officer early intervention, content management, offender management, systems integration, e-Filing, court case management and trial scheduling, business intelligence, performance management, and records management integration. Sierra-Cedar provides a robust suite of consulting and managed services offerings that can be tailored to meet the needs of each of our clients. Sierra-Cedar is a recognized leader in JPS System Integration throughout the country.</p> <p>Sierra-Cedar has been working with law enforcement agencies, with an emphasis on criminal history and criminal reporting data, since the late 1980s. Sierra-Cedar created the Consolidated Criminal History and Reporting System (CCHRS) for Los Angeles County, the nation's largest municipal level criminal justice entity. Sierra-Cedar also represented law enforcement data structures in the formative Georgia Tech Research Institute (GTRI) workshops sponsored by the US Department of Justice (US-DOJ) Global XML Structure Task Force (XSTF). The result of these workshops was the production of version 2 of the national standard for the exchange of criminal justice information, now known as the National Information Exchange Model (NIEM).</p> <p><i>The core competency of Sierra-Cedar's JPS practice is applying seasoned JPS program and project managers, technical resources, and business analysts to large, complex, multi-agency, multi-jurisdictional JPS projects that require innovative thinking, industry insights, and a high level of integration.</i></p> <p>Our JPS practice has delivered or is in the process of delivering integrated justice solutions for Orange County, CA; San Mateo County, CA; Shelby County, TN; Oregon Judicial Department; Los Angeles Police Department; New Orleans Police Department; and the State of Connecticut. We are confident in our ability to meet the NCJIS data integration needs for the CJIS Program. Sierra-Cedar has successfully implemented JPS solutions for law enforcement, jail, prosecution, courts, public defender, and probation agencies using a variety of software products and standards-based interfaces (e.g., NIEM exchanges, HTML5). Sierra-Cedar has a team of experienced consultants who have successfully implemented justice services in the projects referenced in this response. They bring experience and lessons learned from these and other justice projects, and will leverage this experience to benefit NCJIS.</p> <p>Our JPS practice activity contributes to national standards organizations, including the Integrated Justice Information Systems (IJIS) Institute, National Association of Justice Information Systems (NAJIS), International Association of Chiefs of Police (IACP), and Corrections Technology Association (CTA). Sierra-Cedar helps develop and enhance JPS industry standards through regular participation in committees, working groups, and task forces of these organizations. We have also contributed more than 30 Information Exchange Package Documentations (IEPDs)/NIEM schemas to the national IEPD Clearinghouse maintained by the US-DOJ, Office of Justice Programs.</p> <p>Although not an exhaustive representation of Sierra-Cedar's extensive experience, the projects listed in Table 2 illustrate the depth and breadth of Sierra-Cedar's experience in the JPS industry.</p>	

Table 2. Relevant JPS Experience

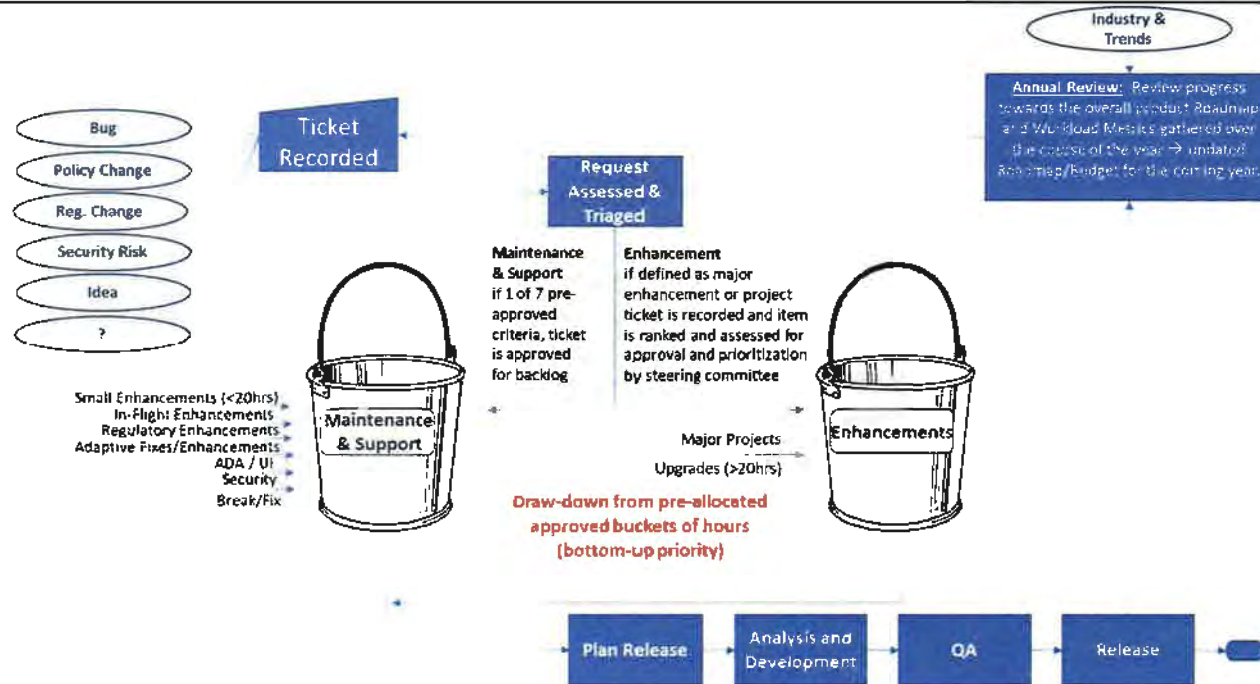
Sierra-Cedar, Inc. Clients by Justice & Public Safety Area of Practice ⁽¹⁾					
	Law Enforcement	Prosecution & Defense	Courts	Custody / Corrections	Integrated Justice
State of Washington	✓		✓	✓	✓
State of Oregon			✓		✓
King County, Washington			✓		✓
Los Angeles County, California	✓	✓	✓	✓	✓
San Mateo County, California	✓	✓	✓	✓	✓
City of New Orleans	✓				✓
Santa Clara County, California				✓	
State of Connecticut	✓	✓	✓	✓	✓
City of Los Angeles, California	✓				✓
City of Oakland, California	✓				
City of San Antonio, Texas	✓		✓		
City of San Diego, California	✓				✓
Shelby County, Tennessee	✓		✓	✓	✓
State of Oklahoma*				✓	
State of Vermont*				✓	
State of Colorado*				✓	
Clark County, Nevada		✓	✓	✓	✓
ILIAOC (Orange County), California	✓	✓	✓	✓	✓

NOTE: ⁽¹⁾ Sierra-Cedar's JPS experience is diverse and ranges from system assessment, strategic planning and analysis, system design, to full system implementation.

*Reflects Sierra-Cedar's role as subcontractor in the engagement

TRM-17	Describe knowledge of and experience with criminal justice (as a system or as relating to prior work involving criminal justice applications and agencies).
Response:	
Please refer to Sierra-Cedar's response in TRM-16 .	

	Detailed Project Work Plan
TRM-18	The Bidder must include any supervisory and project structure involving the identified individuals. Describe their roles in the effort relative to ongoing efforts as well as relative to any transition steps for initiating the FRFP
Response:	
<p>Sierra-Cedar proposal is to provide two full-time equivalent (FTE) consultants (made up of a part-time business analyst and two technical analysts) who have the skills to fulfill the requirements of the State's project, plus a part-time Delivery Manager who will facilitate the developers and monitor the current requirements to see if additional or other roles are required to meet the current needs of the State's project.</p> <p>All work requests (issues and enhancements) will be entered into the States issue tracking tool and prioritized for review. Unless otherwise agreed to Sierra-Cedar will record all activities performed to a specific request ticket number. Sierra-Cedar will work with the State to implement a classification system for prioritizing and tracking requests typically this include up to nine categories (Break/Fix, Security, ADA/UI, Adaptive Fixes, Regulatory Enhancements, In-Flight Enhancements, Small Enhancements (< 20hrs), Upgrades and Major Projects).</p> <p>The project will be managed to a fixed allocation of support and maintenance hours provided annually (billed as work is completed). Working with the State's project lead the Delivery Manager will assign activities to ensure there is a balance between operational support activities (daily maintenance) and enhancement requests. When desired the State can choose to increase the bucket of support hours available (through a formal project change request), additional hours are typically set aside for major projects or critical unanticipated regulatory enhancements.</p>	



Sierra-Cedar JPS-AMS

The diagram above is a high-level overview of the support and maintenance model that Sierra-Cedar promotes for Justice and Public Safety Application Management (JPS-AMS). Our experience over thirty years has shown that end-users do not (nor should they) understand the subtle differences between enhancements requests due to regulatory or policy changes vs. issues associated to server or technology. At the end of the day for the end user the product is not able to support business process needs and a fix is required. Our JPS-AMS model encourages users to record all issues so that Product Leads can develop a rich knowledge base of requirements. However, recording a ticket does not automatically assume a fix will be applied. Requests are triaged for priority and assessed against their overall value to the product and business objectives. Our flexible shared support model removes the contentious debate over enhancement vs. bug and allows the team to focus on business value.

The list below identifies the three main categories of activities that are provided and reported upon under the Sierra-Cedar JPS-AMS model.

- Support and Maintenance
 - if 1 of 7 pre-approved criteria, ticket is approved for backlog
 - Small Enhancements (<20 hours)
 - In-Flight Enhancements (currently committed work and work from previous cycle)
 - Regulatory Enhancements
 - Adaptive Fixes / Enhancements

- ADA / UI Enhancements and identified needs
- Security Enhancements/patches
- Break/Fix (includes outages, bugs, identified defects, system issues)
- Enhancements
 - Enhancement value (\$) TBD by NCJIS
 - Sierra-Cedar will align staffing with planned budget spend
 - Category includes Major Projects and Upgrades/Enhancements > 20 hours
- Transition & Planning (one-time activity, annual review)
 - Knowledge Transfer / Technical Transition
 - Roadmap/Roadmap Progress & Update
 - Reporting
 - Workload Metrics
 - Backlog Classification
 - Maintenance Prioritization

Resourcing

The two FTE (full time equivalent) Sierra-Cedar resources will provide for:

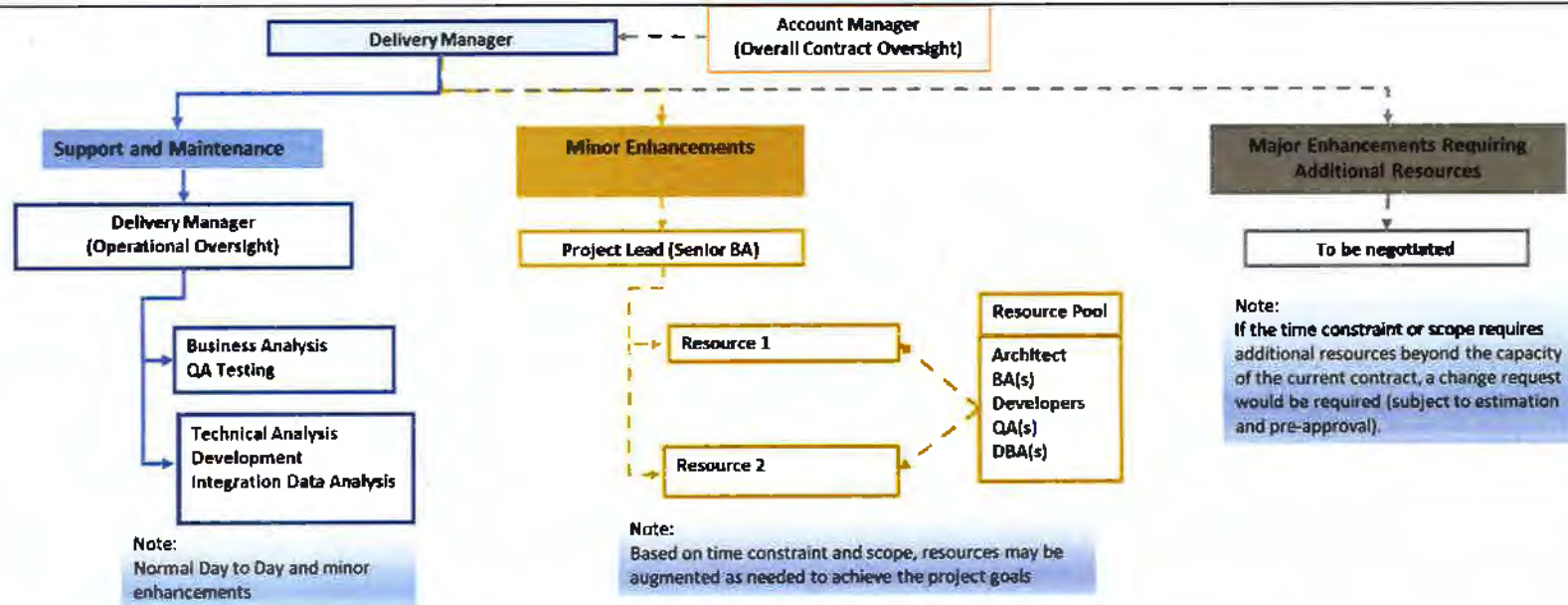
- The day-to-day oversight and general maintenance of NCJIS
- Planning and development of new capabilities, new datasets and new functionality
- Support and enhancement of existing functionality
- Minor developments and maintenance for the Juvenile Case Management System (JCMS)
- Provide user support for day-to-day issues including user administration
- Other Application Managed Services

For major enhancement requests the Sierra-Cedar Delivery Manager will work with the States Project Lead to assess the requests for technical needs, and develop an appropriate scope, skills and duration response for the Agency. If additional resources or roles are required the Sierra-Cedar Delivery Lead will work with our Resource Management team to identify appropriate individuals from our pool of JPS CJIS support analysts across the country.

Generally, the Project Manager's Triangle will be enforced for projects (Scope vs. Time vs. Budget). If the scope is small, we can most likely work the change into the daily support within the current allocated budget. If there is enough time, we can generally substitute roles to facilitate the project. If there is a time constraint or scope constraint, and more than the two resources are required, additional cost may occur, subject to agreed upon change management process.

Assumptions:

- The first month of activities (kick-off) will focus on knowledge transfer, assessment and integration of the new team to ensure smooth transition. It is assumed that all existing documentation and knowledgeable resources will be available on a timely basis to support the transition. Prior to formal kick-off the Sierra-Cedar Delivery Manager will work with the State single point of contact to identify activities and individuals required for transition and develop a schedule of activities to support a smooth transition of services.
- The State would be responsible for User Acceptance Testing (UAT) and acceptance of all maintenance and enhancements.
- To allow Sierra-Cedar to plan needed resourcing, the State would determine an enhancement budget on an annual basis.
- A minimum of 20 hours per week would be set aside to support maintenance and support activities (pre-approved criteria).
- On a monthly basis, the State only pays for services utilized in that month.
- Sierra-Cedar would commit to a fixed number of positions for the Maintenance Team but retain the flexibility to modify the roles/team make up as needed.
- The State would identify a single point of contact (POC) to serve as the "gatekeeper" for all future enhancement requests.
- Recommended minimum State / NCJIS Resourcing:
 - Application Lead (single POC for prioritizations and requests)
 - Business Area Subject Matter Experts
 - Software Quality Assurance (QA)/Testers (to validate/approve maintenance fixes and enhancements)
- The Sierra-Cedar Delivery Manager conducts weekly/bi-weekly meetings focused on service delivery, issues, future plans, and any other business activity/events Sierra-Cedar should be aware of that may impact the services provided; Communicates items that could impact services such as scheduled maintenance window, patching activities, and any planned technology refresh activity. The Delivery Manager is the initial resource to receive escalations.



Role	Brief Description	Proposed Representative Resources
Account Manager (Oversight)	Meet with the Agency on a regular basis to review current initiatives and to assist with new initiatives. Manages stakeholders' expectation and validates that the stakeholders' expectation is being met.	<ul style="list-style-type: none"> Chris Litton
Delivery Manager (Lead Liaison)	Conducts weekly meetings focused on service delivery, issues, future plans and any other business activity/events Sierra-Cedar should be aware of that may impact the services provided; Communicates items that could impact services such as scheduled maintenance window, patching activities, and any planned technology refresh activity. Delivery manager is the initial resource to receive escalations.	<ul style="list-style-type: none"> Clyde 'Buck' Grimes
Business Analyst / Lead Developer (QA Testing)	Provides business analysis, training lead, change management, process modelling, quality assurance & testing, test management, test script development, automated & regression test development, communication to stakeholders and internal	<ul style="list-style-type: none"> Michael Jardine Sherry Dhillon

	technical team, lead testing activities, provides status reporting, and defect analysis.	
Technical Architect (Development, Integration, and Data Analysis)	Provides technology strategy and architecture services, technology platform integration, technology program management, technical analysis, data analysis, data integration & information delivery, data conversion, data management, and database management.	<ul style="list-style-type: none"> • Michael Jardine • Sandeep Vallabhaneni • David Camden (Technical Architect - Senior)

Value Proposition

Versus the traditional dedicated support resource models often found in the industry, the value proposition of using the Sierra-Cedar JPS-AMS model is:

- CJIS application is proactively updated (e.g. security, ADA, UI, documentation) and kept up-to-date
- The agency only pays for monthly support and maintenance as required (effective use of limited dollars). Majority of the effort available can be utilized for enhancements as per the Agencies preferred schedule
- Sierra-Cedar will provide a resource team that is dedicated to Justice and Public Safety information sharing initiatives and can bring experience, knowledge and trends from other agencies faced with similar needs and requirements (dedicated National support team)
- Ability to draw on technical professionals by the hour as necessary (more skills available, deeper experience)
- Ability to rapidly ramp up the team from our deep pool of JPS capabilities
- Ability to offer extended support hours through national team
- The CJIS application is managed like other vendor apps (consistency), tracks to national standards and initiatives
- A CJIS application roadmap will be developed and maintained
- Allows for cross-training among CJIS application Support/Maintenance Team
- Improved consistency to business requirements and technical analyses processes
- Leverage current CJIS application support dollars to improve product/processes/outcomes
- Proactive rather than reactive approach to application maintenance and support



TRM-19

The Bidder must describe the proposed individual's familiarity with the hardware and software described in the current environment as noted in the RFP.

Response:

Sierra-Cedar has developed and maintain a large population of Microsoft environments including Windows Servers (2008/2012), MS SQL Server, .Net, VB.Net, C#.Net, MS SharePoint, and much more. In addition to our extensive work with Microsoft, Sierra-Cedar also supports environments utilizing Oracle, IBM, Linux products, and more.

Sierra-Cedar will assign an Account Executive for the State to oversee and work directly with client contract managers, project managers, and executive leadership. The Sierra-Cedar Account Executive will meet with the State on a regular basis to review current initiatives and, where appropriate, anticipated projects that the State is considering. If a client changes the underlying technologies, the Account Executive will augment the team to accommodate the changes.

Résumés for Sierra-Cedar's representative consultants can be found in **Appendix TBD**. The combined skills and knowledge of Sierra-Cedar's consultants will cover all requirements of this contract. As mentioned in **TRM-18**, the Sierra-Cedar Delivery Manager will assess the requests for technical needs, and develop an appropriate scope, skills, and duration response for the State. If additional resources or roles are requested, the Delivery Manager will assess if an additional resource is required, or if we can temporarily replace one of the current resources with the required role. See the TRM-18 response for more details.

Partial List of Sierra-Cedar's Experiences:

Key Industry Experience

Justice and Public Safety

Public Sector

Higher Education and Commercial

Servers and OS		
Windows 2008 & 2012 Server R2 Standard	Windows 2008 Server R2 Enterprise	All Windows Versions
Linux (RedHat, Other)	IBM OS	
Database Experience		
MS SQL Server	SQL Stored Procedure, T-SQL	
Oracle DBMS	PL/SQL, SQL Plus	
IBM DB2	SSMA, SSIS, SSAS, SSMS	
MySQL	Database Design, Maintenance, Optimization	
** Sierra-Cedar has expertise in most databases and flat file systems		
Tools/Products/Methodologies Experience (Representative List)		
MS .Net Framework 3.5 and 4.0	Java, JEE, Java Script, VisualJ	NIEM 2.0, IEPD, GJXDM
Spring Framework	Visual Basic 6.0, Active VB Script	XML, XSD, XSLT, XSL, XPATH
Visual Studio	.Net, VB.Net, C#.Net	ASP, ASP.Net
eclipse, MyEclipse	.NET Reflector	Web technologies
JBoss & WebSphere Application Servers	ADO, ADO.Net	HTML, DHTML
IIS 7.0	UML, RUP	Full range of Web Technology
MS SharePoint	Managed Services	Cloud (AWS & Azure)

TRM-20 The Bidder must describe the availability and possibility of adding resources as needed with the availability of additional funding.

Response:

Sierra-Cedar's strongest assets are our seasoned professionals and our ability to staff projects with accomplished consultants that bring a wealth of knowledge and experience working with both one another and similar clients. As part of our engagement with the State, Sierra-Cedar will assign an Account Manager to oversee the State's needs—including future staffing needs, if necessary. Sierra-Cedar is a national company with a depth of resources available across all project disciplines. Along with our affiliate company in Canada (Sierra System Group) we have access to over 2000 skilled technology professionals.

For every resource requirement, Sierra-Cedar's proposed Account Manager will work closely with our Resource Management (RM) team. The process begins by applying search criteria based on:

- Current team availability
- Back-up team availability
- Available Sierra-Cedar United States-wide resources

We review Sierra-Cedar's resource database for the local availability of resource that fit the project requirements. If a fit is found, we can source a consultant quickly. Where there are senior Sierra-Cedar resources already working with the client (Project Managers, Team Leads), they will interview the proposed consultant for proper knowledge and cultural fit and, when appropriate, the client is invited and encouraged to participate in these interviews.

If our database does not produce an appropriate match locally, Sierra-Cedar will search other office locations for available/skills-appropriate resources. These consultants may not be well known to the resourcing group, so they will be subject to a more comprehensive interview process. Discussions will be held with their market leader, and/or previous project managers. Telephone interviews will be held with the candidate, and when appropriate on-site interviews will be facilitated and sponsored.

If this avenue proves unsuccessful, the RM team will search our local ATS database of candidate recruits across all Sierra-Cedar markets. The breadth and scope of this "reach" helps Sierra-Cedar to consistently fill project roles for our clients with top quality consultants, and in an efficient and timely manner.

TRM-21	The Bidder must describe the proposed approach to providing helpdesk support.
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Response:

Sierra-Cedar will provide Tier 3 support between regular business hours (extended hours can be negotiated). Typically, all requests are entered into the State's trouble ticket application and one of Sierra-Cedar's two technical support analysts will review the ticket for action. A notification response of acceptance and preliminary action will be recorded upon acceptance of the ticket. Regular updates will be provided for tickets that are deemed to take longer than eight hours to respond to.

For emergency issues (outages, severity 1) – Sierra-Cedar's team will be available via voice support, email, and text during the agreed upon support hours (default regular business hours).

TRM-22	The Bidder must describe anticipated approaches to training of staff relative to ongoing efforts as well as relative to any transition steps for initiating the RFP;
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Response:

Sierra-Cedar would develop performance-based, customized training content and train State instructors to utilize a Train-the-Trainer approach. Sierra-Cedar's training approach is simple — deliver training to appropriate constituents on a timely basis in a cost and time-efficient manner. Our goals are to keep trainees focused on achieving results and to provide them with necessary support tools that will help them to continue and reinforce their learning back on the job.

State training resources will receive coaching and guidance on how to train others from their Sierra-Cedar counterparts. Trainers will be given supplemental material - job aids and training guides - to assist them in training delivery. The advantage of this approach is a sustainable training platform that can continue in-person training once the project is completed.

Sierra-Cedar's approach to training integrates with its overall project management methodology. Successful transition in the State's workforce is dependent on how well management and employees are equipped to operate in the new project environment. The extent to which the State can quickly adapt to the project processes depends in part on the quality of the training approach, delivery mechanisms, and curriculum.

b. Deliverables and due dates.

There are two primary categories of services and deliverables. The work for each has been described below.

- i. The Bidder must provide day to day support of NCJIS. This covers two areas.
 - ii. Oversight and general maintenance of NCJIS includes monitoring general use of the servers, monitoring data feeds (in and out of NCJIS), monitoring data loads, monitoring and supporting hardware and system software issues, maintaining web pages and monitoring backup and archive procedures. It is anticipated that this requirement will require approximately 32 hours per month.
 - iii. Secondary backup for general user support questions is necessary when Crime Commission staff, who provide the primary user support, are not available. It is anticipated that this requirement will require approximately 16 hours per month.
 - iv. The Bidder will be responsible for the primary development of NCJIS. This will include the addition of new capabilities, new datasets and new functionality as well as the support and enhancement of existing functionality such as developing and implementing data import procedures. It is anticipated that this requirement will take approximately 189 hours per month.
 - v. The development costs will vary by the stage of the particular project (inception, testing, design, etc) but the following provides a quick overview of the tasks and/or document creation and hours required each month.
 - a) Statement of work – Approximately 2 hours/month
 - b) Scope of work – Approximately 3 hours/month
 - c) Requirement and analysis report – Approximately 36 hours/month
 - d) Interface design and specification – Approximately 40 hours/month
 - e) Web component design and specification – Approximately 36 hours/month
 - f) Database component design and specification – Approximately 40 hours/month
 - g) ETL design and specification (including DTS packages) – Approximately 12 hours/month
 - h) Meeting and conference call note – Approximately 6 hours/month
 - i) Cost estimate – Approximately 3 hours/month
 - j) Project plan – Approximately 3 hours/month
 - k) Test Plan – Approximately 3 hours/month
 - l) Project status report – Approximately 3 hours/month
 - vi. Assistance in preparing training documentation - Approximately 2 hours/month
- Sierra-Cedar confirms and acknowledges this information.

Appendix A: Representative Consultant Résumés



Clyde “Buck” Grimes

Mr. Grimes is an innovative project manager and system integrator with demonstrated success in the full project lifecycle, including business analysis, requirements analysis, integration, and testing. He is skilled in areas of project management, systems integration, training, automation of process and data collection systems, database design and management, software engineering, quality assurance testing, and technical support.

Key Skills

- Project Management
- Business Process Improvement
- Quality Assurance Testing

Industry Experience

- Justice and Public Safety
- Contracting
- Manufacturing
- IT Training
- Petroleum
- Construction

Applications Experience

- Offender Base Tracking System (OBTS)
- Core Gamma Digitizer
- Auto Yardage
- Tilt-Wall Concrete Analysis
- Waste Management

Tools/Product/Methodologies Experience

- Object Oriented Programming
- UNIX
- Microsoft Windows
- JBoss
- NIEM
- JSP
- C++
- Microsoft Excel
- COBOL
- PMBOK
- Sybase
- Sun Sparc Station/Solaris
- RUP
- Solaris
- Java
- XML
- JIEM
- Visual Basic
- MyEclipse
- VBA
- DCL
- Oracle
- Microsoft Access
- Intel
- Red Hat Linux
- VaxVMS
- JEE
- CJXDM
- HTML
- C
- NetBeans
- Versata
- Microsoft Project
- Microsoft SQL
- DEC VAX/VMS

Summary of Professional Experience

Client Name	Project Types	Software Version	Focus Area	Role
State of Connecticut	Implementation, Execution, Control, AMS	JBoss	Criminal Justice Offender Based Tracking System	Project Manager and System Integrator
Fiber Glass Reinforcement Manufacturer	Automatic Labeling Systems, Automatic Packaging, Auto Yardage, Waste Management, etc.	Vax/VMS, Alpha WinNT Servers, WinNT Systems, IBM Series I	Plant Floor Automation and Control	Programmer Analyst and Project Manager
Proprietary and Patented Reservoir Provider	Gamma Digitizer, Helium Porosimeter, Particle Size Analyzer	RT11, RSX-11, Vax/VMS, Windows	Petroleum Analysis, Core Plug Analysis, and Oil Sands Analysis	Programmer Analyst
End-to-End Solution Company	Training, Client Support, and Development	Versata	B2B & B2C Systems Design	Senior Instructor
Computer Learning Center	Training	Client/Server	Curriculum Development and Delivery, Quality Control	Lead Instructor

Detailed Professional Experience

State of Connecticut, Project Manager and System Integrator – Participated in a team effort to design, develop and implement a Criminal Justice System (CJIS) Offender Based Tracking System (OBTS). Integrated the existing criminal and judicial information systems with the new OBTS system. Analyzed the current judicial and criminal systems, data modeling, requirement analysis, and systems integration. Analyzed the current central infraction bureau system, data modeling, requirement analysis, and systems integration. Provided project management, business analysis, requirement analysis, quality assurance testing, system integration and near-shore management of a remote development team. Provided business analysis, requirement analysis, documentation, systems testing, issue analysis, customer acceptance testing support, and design and implementation of special utilities for testing, data maintenance, and support for XML, GJXDM, and NIEM during all phases of the project.

Fiber Glass Reinforcement Manufacturer, Programmer Analyst and Project Manager – Managed all aspects of the process systems and project management. Initiated, planned, executed, controlled and closed numerous projects. Directed a team of three developers, as well as managed the support and maintenance of three Vax/VMS systems, two Alpha WinNT servers, several WinNT Systems, an IBM Series I, and numerous other process systems. Assisted managers and engineers with business and requirement analysis, process system design, system integration, automation (including some robotics), and acted as a liaison between business users and developers. Created numerous process controls and monitoring systems including projects like the auto yardage system, various quality control systems, waste management systems, weight control, and integration of systems. Led a team that designed and implemented an all fiber-glass process network. Designed and implemented various data collection systems which utilized the network for uploading data, automatic downloading of specifications and intranet reporting system.

Proprietary and Patented Reservoir Provider, Programmer Analyst – Provided research and development to improve oil, soil, plug and gas analysis. Participated in small teams of programmers, engineers and scientist to convert and develop both laboratory and on-sight systems. Participated in several major projects, which resulted in development several patented applications such as Gamma Digitizer, Helium Porosimeter and the Particle Size Analyzer. Provided on-sight installation and support for all company systems.

End-to-End Solution Company, Senior Instructor – Served as a senior instructor for a corporation specializing in end-to-end solutions for Business to Business (B2B) and Business to Client (B2C), E-Commerce, Web, and J2EE development. Provided onsite training to clients to help identify their corporate application business rules and convert those business rules in Versata. Provided support and proof-of-concepts in Versata, Java, and Object Oriented concepts. Managed classes as large as 25 students, writing courseware, and installation of hardware and software. Resolved customer complaints by providing training, proof-of-concepts, and requirement analysis for their specific needs.

Computer Learning Center, Lead Instructor – Provided training and guidance to more than 30 students, as well as provided leadership to several instructors. Trained students in the areas of client/server and Object Oriented concepts. Managed the client/server department, supervised four instructors and provided training and support to other instructors. Participated in a team effort to convert the client/server curriculum to an Object Oriented concepts curriculum.

Education

- Texas A&M University at Commerce – Bachelor of Science, Computer Science, Minor in Accounting

Professional Training, Certifications, and Affiliations

- Project Manager Professional (PMP)
- Microsoft Certified Professional (MCP) in Visual Basic Desk Top (70-176)
- Microsoft Certified Professional (MCP) in Visual Basic 5 (70-165)
- JIEM Certification

Michael Jardine

Michael Jardine is an IT professional with over 21 years of experience in systems delivery and maintenance, serving mainly as a Java and Database Developer and Technical Analyst. Mr. Jardine is a Sierra Systems Group employee who has worked on several Sierra-Cedar projects.

Key Skills

- Justice and Public Safety experience
- Public Sector experience
- Development
- Business analysis

Detailed Professional Experience

State of Connecticut Department of Justice (Offender Based Tracking System [OBTS] and Connecticut Impaired Driving Records Information System [CIDRIS]), Technical Analyst / Senior Developer—Mr. Jardine provided the client with technical advice and expertise for the OBTS and CIDRIS systems. A primary work effort focused on the conversion and migration of both Oracle 11g database servers to Microsoft SQL Server 2012. Architected, designed, and performed migrations for the schemas, the data, and the Java-based applications (Java EE), and assisted with planning and implementation.

Washington State Department of Corrections (Offender Management Network Information System [OMNI]), Developer—Mr. Jardine performed system maintenance covering various areas of the OMNI system. Tasks included setting up VMs for the development workspace, migrating OMNI from WebSphere 8 to JBoss 4.3, and developing input and printable display popups for the web application. OMNI is a Java EE application using Spring MVC with JSPs, HTML, JavaScript, AJAX, JUnit tests, Hibernate3, DB2 and WebSphere.

GE Technical Data Publications – GE Aviation, Analyst / Senior Developer—Architected, designed and implemented a conversion solution for updating / upgrading engine manual documentation; provided the client with a reusable approach for future conversion efforts. Also, created a Java utility, which targeted for update the various SGML fragments stored within a Documentum repository that made up an engine manual document.

State of Connecticut Department of Justice (CIDRIS), Analyst / Senior Developer—Mr. Jardine provided technical and development expertise that was a critical factor for successfully guiding the CIDRIS project from the finishing stages of development through the testing phases in preparation for the initial move to the production environment. The CIDRIS messaging system brokers Operator Under the Influence case messages, sending and receiving case information between multiple Law agencies and both the Department of Motor Vehicles systems and the Superior Court systems.

State of Connecticut Department of Justice (OBTS), Senior Developer—Primary work involved the migration of an overly complex Java EE messaging system from older technologies – Java 1.3, OC4J Application Server, WebSphere MQ Series 5.x, to JBoss Application Server 4.3, Java 1.6 / Java EE5, WebSphere 7.0. With little to no exposure to either of the two application server technologies or WebSphere, and limited Java EE experience, quickly got up to speed with all required technologies and implemented and developed high quality solutions on time. Initial client expectations from the migration of technologies was to see the processing of messages per hour, averaging less than 1,500 in production, increasing to 3,500 – 4,500 messages per hour. Testing in system test environments achieved approximately 6,000 – 7,000 per hour, with system processing made significantly more stable.

GE Technical Data Publications – GE Aviation, Senior Developer / Analyst—Responsible for enhancing the Build CD process of the Technical Publishing suite of tools for aircraft engine manual authoring and distribution; updated the PDF-based CD build process with an HTML-based DVD build process for the various engine programs. The new process uses extensible style sheets to transform engine manual content from its native format to HTML (Java SE, XSLT, XML, SGML, HTML).

Chicago Stock Exchange, New Trading System – CGI, Senior Developer / Analyst—

Assigned to the project to provide primarily Oracle 9i/10g PL/SQL expertise to the mid-west CGI Business Unit for their external client – the Chicago Stock Exchange. Responsibilities included the full design and development of several market regulatory rules. The rules examined stock trading data for potential trading violations, outputting indications for review by CHX Surveillance Investigators.

GE Aircraft Engines (Authoring Application Software Upgrade), Tester—Tasked with the testing of an authoring / workflow application which was being upgraded to support recent releases of the development tool (Arbortext Epic Editor – a customizable SGML authoring application). Prepared a regression test plan, performed regression testing and defect remediation.

Manulife Financial (Health and Dental Claims Adjudication System), Analyst / Senior Developer / Tester—Performed the structural and functional analysis and design of a new real-time process that integrates client plan setup information from data feeds originating from the Vital Objects system into the HealthPro system. Vital Objects is a system of record for capturing and maintaining plan setup and enrolment information, and HealthPro is a claims adjudication system. Carried out a comprehensive mapping of the client plan setup information between the two major systems. From April 2005 to June 2005, duties included function and system test planning, design and preparation of detailed testing requirements and test cases, execution of test cases, and defect remediation. Prior to April 2005, was involved with projects completing core development for the HealthPro system (PowerBuilder, PL/SQL).

GE Aircraft Engines (Engine Manual Authoring Enhancements), Senior Analyst / Team Lead—As a Senior Analyst, was responsible for the requirements gathering, architecture, analysis and design of enhancements for an authoring / workflow application and for its customized Arbortext Epic Editor, which is utilized by the authoring community to edit the SGML content of aircraft engine manuals. Also, led a small team through the development and testing phases, developed several of the components, including a complex cut, copy and paste validation process (Java, XML, SGML, Arbortext Command Language, Documentum), and created test cases and other supporting documentation.

GE Aircraft Engines (Technical Publications Electronic Delivery), Analyst—Responsible for the analysis and design of enhancements for an authoring / workflow application (GEM), which is used to maintain Engine Manual content, and for their Customer Web Centre, which is used by clients to download, for example, emergency updates for engine manuals.

Authentikate, Senior Developer—Participated in the development of a generalized software component to interface biometrics readers with authentication and logon modules for legacy systems and package software. Designed and developed components for both the client sign-on and user administration modules (.Net).

Liberty Health (Health and Dental Claims Adjudication System), Senior Developer / Analyst—As a Senior PowerBuilder and PL/SQL Developer, developed a process which enabled the reinstatement of suspended clients and their billing divisions. Also, provided technical analysis for a Queue Management sub-system in which specialists can manage pending claims or payments.

Manulife Financial (Health and Dental Claims Adjudication System), Senior Developer / Analyst—Served primarily as a Senior PowerBuilder Developer and Analyst on a health and dental claims adjudication, plan setup and enrolment system (HealthPro). Designed and developed a sophisticated process that bundles (makes pending) changes to a client's offerings into client work packages so that the changes can be implemented, or cancelled, all at once (PowerBuilder, PL/SQL).

Education

- Applied Information Technology Diploma, ITI, Halifax, NS
- Bachelor of Arts (Concentration in English Literature), University of Ottawa, Ottawa, ON

Technical Skills

Industries

- Justice and Public Safety
- Insurance
- Finance
- Public Sector
- Aerospace

Methodologies

- IBM
- Rational Unified Process (RUP)
- ASG's Visual Process
- Macroscopic

Operating Systems

- Windows
- Unix
- Red Hat Linux

Development Tools

- Eclipse IDE
- NetBeans IDE
- MS Visual Studio

Testing Tools

- Mercury Quality Center

Databases

- Oracle
- MS SQL Server
- DB2
- MS Access
- Sybase Server System
- Documentum

Key Technologies

- Java
- JEE
- JSE
- JBoss
- Spring
- PL/SQL
- Transact SQL
- XML
- XSLT
- SGML
- HTML
- Arbortext Command Language (ACL)
- IBM WebSphere
- .NET Technologies (C#.Net, .Net Framework)
- MS Access
- PowerBuilder
- VBA

Sherry Dhillon

Ms. Dhillon is a Business Analyst with experience across the software project lifecycle, from gathering and documenting business and technical requirements, to defining business and technical solutions, to defining test plans and scripts and providing end user training. Ms. Dhillon's technical experience is illustrated in her support of planning and migrating software configuration changes into production environments and providing post-migration support.

Ms. Dhillon's ability to quickly understand both the business use and technical configuration of software enables her to identify areas where business efficiency can be increased, determine the business and functional impacts of any proposed changes and verify changes provide a better end user experience.

Key Skills

- Justice and Public Safety experience
- Public Sector experience
- Business analysis
- Configuration and migration

Detailed Professional Experience

King County (WA) Superior Court, Business Analyst—The purpose of the EPVC (Exparte via the Clerk) project is to replace the existing King County Exparte application with an enhanced web-based user interface while leveraging existing backend components where possible. The enhancement for the Judicial and Cashier applications will open visibility to a workflow and processes as well as add support for tracking Exparte via the Clerk submissions, processing EPVC submissions, modifying Orders/Minute Orders and archiving information.

- Created and executed system test scripts and tracked defects for system testing
- Supported User Acceptance Testing
- Created training materials for the implementation of EPVC

Washington State Patrol, Business Analyst—The purpose of the eDUI (electronic Driving Under the Influence) project is to develop an integrated system for Washington State Patrol (WSP) that allows users to complete the current DUI process and associated administration tasks electronically in an eDUI system within SECTOR. Tasks include data collection, form printing, information storing, administration processing, routing, data retention, and two-way transmission of information. The system will provide a data source capable of report creation, data distribution, and extraction resulting in impactful decision making and efficient, accurate, timely prosecution.

- Gathered and documented requirements for data exchanges between county justice agencies and external partners (Washington State Patrol, Toxicology Lab, Court, Department of Licensing)

New Orleans Police Department, Business Analyst—The New Orleans Police Department (NOPD) required an Early Intervention System (EIS) to establish concise indicators that may have an impact on performance or signal that an employee, the NOPD, or the public may be at risk. The primary objective for the project was to provide an EIS that included EIS software, a data warehouse, an application integration layer, data exchange capabilities, feeder systems integration, and all associated implementation services.

- Created and executed system test scripts for implementation and post-implementation support
- Created design documentation for enhancements during post-implementation support

Shelby County, TN, Business Analyst / Team Lead—The Integrated Criminal Justice Information System (ICJIS) Info Hub Project implemented webMethods data exchanges to enable sharing of data between partner agencies within Shelby County. This allowed the sharing of data between the Sheriff's Office (OMSe and the Subpoena System), the District Attorney's Office (JustWare DA), the Court (Odyssey), the Public Defender's Office (JustWare PD) and the Payment System (online and IVR).

- Gathered and documented requirements for data to be exchanged between county justice agencies (District Attorney, Public Defender, Sheriff, Court) following National Information Exchange Model (NIEM) guidelines
- Documented service descriptions using Global Reference Architecture (GRA) standards
- Worked with Tyler Technologies to determine the processes required to automate integration using the Odyssey Integration Toolkit and map outgoing IXML messages to NIEM messages
- Documented the data mapping and API processes developed for each exchange with Odyssey
- Developed the test plan, test cases and tracked defects for integration testing
- As the team lead, coordinated post-implementation support and provided weekly status reporting

Los Angeles County Sheriff, Business Analyst—The Los Angeles County Sheriff's Department initiated a project to replace the Department's existing civil enforcement case management system, the Modified Automated Process and Accounting System (MAPAS) with a user-friendly, updated .NET solution. The new Automated Civil Enforcement System (ACES) will address the business workflows developed by the Sheriff's Department, while providing improved efficiency, transparency and customer service in performing those business functions.

- Reviewed exchange documentation created to define the sharing of data between systems both within LA county and with external partners
- Created documentation specifying the configuration and customizations completed to create ACES
- Created training materials in preparation for the implementation of ACES

City of Oakland, CA, Business Analyst—The City of Oakland replaced their Internal Personnel Assessment System (IPAS) used by the Oakland Police Department to monitor personnel threshold events and to meet the reporting requirements mandated by the Federal District Court. The IPAS replacement was implemented by Microsoft with Sierra-Cedar providing Project Management activities, quality review and assessment of Microsoft's deliverables and support the activities.

- Created training materials and delivered training for the implementation of the City of Oakland's Early Intervention System (PRIME)
- Documented business processes followed to meet internal reporting requirements (Stops Data)

The City of Oakland issued a Request for Proposal (RFP) for products and services to replace its current Computer Aided Dispatch (CAD), Record Management Systems (RMS), Field Based Reporting (FBR) system and to implement an Automated Vehicle Location System (AVL) and various required interfaces for the Oakland Police Department (OPD) and the Oakland Fire Department (OFD). Sierra-Cedar supported the city's evaluation of the RFP responses received by potential vendors.

- Created evaluation tools used by the City of Oakland to evaluate RFP responses and vendor presentations
- Created vendor demonstration scripts used to guide and evaluate vendor presentations

Integrated Law and Justice Agency for Orange County (ILJAO), Orange County, CA, Business Analyst—The Pre-Booking project was initiated by the Integrated Law and Justice Agency for Orange County (ILJAO) to address issues with the current process of completing pre-booking forms (redundant data entry and data entry errors). To address the issues identified within the current process, the Integrated ILJAO proposed implementing electronic submission of pre-booking data through the existing Probable Cause Declaration portal used by LEAs and the IRC. Enabling electronic submission would also include an exchange to allow Law Enforcement Agencies to submit pre-booking data using their internal records management systems.

- Collected and documented requirements for an online Pre-Booking form used to submit Pre-Booking, Medical and Property data to the Orange County Jail
- Gathered and documented requirements for Pre-Booking data to be submitted to the county jail from external justice agencies

County of San Mateo, CA, Business Analyst—The Criminal Justice Integration Project implemented webMethods data exchanges to enable sharing of data between partner agencies within the County of San Mateo. This allowed the sharing of data between the Sheriff's Office (JMS), the District Attorney's Office (PbK), the Court (Odyssey) and the Probation Department (PIMS).

The CJI Portal Project created an integration framework for the generation of a unique identifier, known as an Involved Persons ID (IPID), that was shared across the participating agencies for use with their respective CMS. A Portal was also created to allow federated searches in multiple subject areas against three County case management systems (Odyssey, PbK, and JMS).

- Gathered and documented requirements for:
 - Data to be exchanged between county justice agencies (District Attorney, Sheriff, Court, Probation) following National Information Exchange Model (NIEM) guidelines
 - A Portal used to access data contained in multiple client source systems
- Documented and executed system integration testing
- Documented service descriptions using Global Reference Architecture (GRA) standards
- Defined processes for interfacing with the County's legacy system
- Lead client review meetings and tracked defects for User Acceptance Testing
- Developed the test plan, test cases and tracked defects for integration testing

Ms. Dhillon has also done extensive project work for Canadian clients.

Education

- Bachelor of Computer Engineering, University of Victoria, Victoria, BC

Technical Skills

Operating Systems

- MS Windows XP/Vista/7
- Server 2003
-

Hardware and Software Systems

- | | | |
|-------------------------------------|-------------------------------|-----------------------|
| ▪ NCR iTran200e and 7780 transports | ▪ Opex 3690 and 3600 scanners | ▪ CJIS |
| ▪ Kofax | ▪ CXA | ▪ Retail.net |
| ▪ A2iA | ▪ RP\$ | ▪ WiselP |
| ▪ SharePoint | ▪ GentTax | ▪ MS Office 2007/2010 |
| | | ▪ MS SQL Server |

Sandeep Vallabhaneni

Mr. Vallabhaneni has more than 6 years of professional experience as a developer in Microsoft technologies. He has hands-on experience working with C#, Rest & SOAP web services, ASP.Net, Classic ASP, ADO.Net, Web Forms, Win Forms, SSIS, SSAS, SSRS, Service Broker, Oracle 10g and SQL Server 2000/2005/2008, Web Services, WCF, WPF, Silverlight, Windows Services, AJAX, XML, XSLT, XPath, LINQ and various versioning tools like TFS, VSS. Mr. Vallabhaneni has experience writing stored procedures, UDF's, Triggers, Views, Cursors and solving various SQL Query performance issues. He has strong knowledge of new .Net technologies. He has been involved with entire phases of software development lifecycle including analysis, design, development, testing and deployment.

Key Skills

- Web Design: ASP.NET, Classic ASP, Silverlight
- Databases: Microsoft SQL Server, Oracle 10g
- XML: XML Schema, XSL, XSLT
- Standards: HIPAA

Industry Experience

- Healthcare
- Manufacturing

Applications Experience

- Provider Claim Billing System
- Probate Notes Application
- Kiosk application

Tools/Products/Methodologies Experience

- | | | |
|------------------|---------------|--------------|
| ▪ Visual Studio | ▪ SSMS | ▪ ASP.NET |
| ▪ CodeSmith | ▪ SQL Plus | ▪ HTML |
| ▪ .NET Reflector | ▪ TOAD | ▪ XSLT |
| ▪ Blend | ▪ SQL Compare | ▪ VB6 |
| ▪ SSIS | ▪ ErWin | ▪ VBScript |
| ▪ SSRS | ▪ UML | ▪ JavaScript |
| ▪ SSAS | ▪ ASP | |

Summary of Professional Experience

Client Name	Project Type	Software Version	Focus Area	Role
Odyssey Tyler Integration for LASC and various Counties in California	Development	C#, REST Web services, XSLT, XSD, Odyssey Interfaces	N/A	.NET Developer
Los Angeles Department of Mental Health	Development	ASP.NET, C#, Ajax, WCF, SQL Server 2008, SSIS, BizTalk	N/A	.NET Developer
Los Angeles County Superior Courts	Development	Classic ASP, VB.NET, XSLT, Microsoft N- Tier, Oracle 10g	Probate Notes Application, ArchScan (Archiving and Scanning Application)	ASP/VB.NET Developer
USDA	Implementation	MS SQL Server 2008, Precise i3 indept, Precise i3 Inform, Precise i3 Insight, Visual Studio, T-SQL, DTS, Perfmon, Windows 2008 server	N/A	SQL Server DBA

Client Name	Project Type	Software Version	Focus Area	Role
E7 Studio	Development	Silverlight, C#, Expression Blend, Expression Design, Web services, Windows services, T-SQL	N/A	.NET Developer and DBA
HCL Technologies	Development	Microsoft .NET Framework 2.0, C#.NET, ADO.Net, IIS 6.0, SQL Server 2005, Microsoft Visio, Team Foundation Server	N/A	Software Engineer

Detailed Professional Experience

Tyler Technologies, Odyssey Integration – Developed FileNET and Oracle API's for Los Angeles Superior Court that will serve as the data transfer mechanism between Odyssey/FileNET & Odyssey/Oracle. Build Interfaces that triggers on transactional business events within the Odyssey application, assembles business data for the transaction, formats it into an XML message, and then publishes the XML message outside Odyssey. Developed applications to various counties in California by consuming Odyssey REST API's

Los Angeles Department of Mental Health, .Net Developer – Serve as the developer to federal mandated policy for Health Insurance Portability and Accountability Act (HIPAA) 5010 claim processing system. Develop and maintain intranet/internet web interface consisting of over 100 web pages using ASP.Net and C#. Participate in the development and deployment of SSIS package for loading data into SQL Server for Healthy Way Los Angeles project and outbound exclusions. Troubleshoot SQL performance issues using SQL Profiler, Database Engine Tuning advisor and Dynamic Management views.

Los Angeles County Superior Court, ASP/VB.NET Developer – Modify classic ASP code developed in N-Tier architecture. Change Business Logic layer for invoking Component Object Model (COM) object services, and transform the Extensible Markup Language (XML) string returned by COM objects with Extensible Style Language (XSL) templates to respond back to the browser in the form of HTML. Modify table schemas, create synonyms, and stored procedure in Oracle 10g. Design and modify ArchScan client/server UI screens. Create screens at runtime based on the configuration of the application in the database. Modify Microsoft .Net dynamic link libraries for the purposes of data access/transaction support, business services, encryption, exception handling, automatic updates and allow access to the FileNet Capture 4.1 and IDM COM objects to provide imaging operations.

USDA, SQL Server DBA – Provided support to 50 database servers. Support included production, QA and development. Checked database activity for any abnormalities and used Precise i3 to determine root cause. Configured custom alert messages using Precise i3 Alerts. Scheduled backups of databases and recovered them periodically to verify integrity of backups. Configured and administered transactional replication and database mirroring.

E7 Studio, .Net Developer and DBA – Developed Silverlight streaming application using Silverlight (C#) as front end and SQL Server as back end. Created WPF, Silverlight interfaces to display graphics and data binding using XAML. Used Expression Blend 3.0 to develop the user interface for kiosk application.

HCL Technologies, Software Engineer – Designed and developed Web application using C#.NET and SQL Server 2005. Involved in the development of ASP.Net Web Pages, Web Services, Business Objects, T-SQL statements and Stored Procedures.

Education

- Georgia State University – Master's Degree, Computer Science
- Sastra University – Bachelor's Degree, Biotechnology

Professional Training, Certifications, and Affiliations

- Microsoft Certified Technology Specialist (MSTP)

David Camden

Mr. Camden is a Lead Consultant and a Computer Systems Technologist (CST) with practical experience in system analysis and design, business analysis and system development. With eight years of experience in the government taxation industry and six years of experience in the Justice sector, his knowledge has helped business achieve their goals with reduced oversights. He has worked on several multi-phased multi-year projects while leading team members for numerous clients. He was the key developer and architect for webMethods and biometrics implementations on several projects. Mr. Camden is a Sierra Systems Group employee who has worked on several Sierra-Cedar projects.

Key Skills

- Justice and Public Safety experience
- Public Sector experience
- Development
- Business analysis

Detailed Professional Experience

Shelby County, Tennessee, Technical Architect / Development Team Lead—Mr. Camden's experience comes from the County's ICJIS Info Hub Project. **webMethods work:** Shelby County has implemented an Integrated Criminal Justice Information System (ICJIS) to address strategic criminal justice objectives for the County on November 2016. The new integrated system included a new Court Case Management System (Tyler Odyssey) to support the criminal courts, a single Offender Management System for the Jail and the Correction Center, and a Case Management System for the Public Defender's Office.

There was a tight integration between the old County Criminal Justice platforms (e.g. shared database), and this same high level of integration was required between the new case management systems. The Info Hub Project implemented and configured a messaging broker to connect the new separate departmental case management systems.

As part of the Info Hub project, the development team and David were responsible for designing and developing the exchanges required to connect the departmental Case Management Systems following the NIEM (National Information Exchange Model) standard. We are currently supporting and enhancing the exchanges on the Shelby County's Software AG webMethods Platform installation (version 9.5).

Tyler NIEM Translation: The NIEM translations for the Tyler Odyssey messages and integration workflow orchestration has been completed for Shelby County by Sierra as part of the overall ICJIS Project. This allowed the project to meet the following objectives:

- Enable Tyler Technologies and Shelby County to use standard Odyssey interfaces (API/XML) for integration workflow orchestration without making NIEM related customizations.
- Route messages to Info Hub partners using the NIEM conformant messages with translations occurring in webMethods.

Was responsible for:

- Determining how processes could be automated using APIs.
- Mapping NIEM exchange elements to Odyssey APIs.
- Developing NIEM translations and integration workflows in webMethods Integration Server.

Sierra-Cedar is currently supporting and enhancing the Odyssey Integration Workflow on the Shelby County's Software AG webMethods Platform installation (version 9.5).

Los Angeles County Sheriff's Department (LASD), Development—Red Team—The LASD needed to replace the Department's existing civil enforcement case management system, the Modified Automated Process and Accounting System (MAPAS) with a user-friendly, updated .NET solution. The new Automated Civil Enforcement System (ACES) will address the business workflows developed by the Sheriff's Department, while providing improved efficiency, transparency and customer service in performing those business functions.

ACES is a Windows Forms based application created on top of a Commercial Off the Shelf product (COTS), CivilServe, which has been modified to include a series of customizations and wizards to support the business workflow requirements of the Department.

The Red Team (consisting of a Tester, BA, and Developer) is focused on several workflow business areas, such as Service Requests, Service Completes, Property Seizures etc., to quickly and efficiently collaboratively design, build and test the application components required for the workflows.

San Mateo County, California, Development Team Lead—The San Mateo County Criminal Justice Information System (CJIS) is an integrated environment for sharing criminal justice data between the Sheriff's Office, the District Attorney's Office, the Court and the Probation Department. For the CJI Project, each department replaced their respective Case Management System with new COTS products over 4 phases, one for each department. Given the integrated nature of the current CJIS platform, a high level of integration was required between the future case management systems.

Sierra-Cedar was responsible for designing and developing the exchanges required to connect the departmental Case Management Systems following the NIEM (National Information Exchange Model) deployed on the Software AG webMethods Platform, version 9.0. Phase 3 and 4 involved creating new exchanges and updating existing ones for onboarding the new Court and Probation systems.

New Orleans Police Department, Team Lead Coverage, Development—The New Orleans Police Department (NOPD) required an Early Intervention System to establish concise indicators that may have an impact on performance or signal that an employee, the NOPD, or the public may be at risk. The primary objective for the EIS project was to provide an Early Intervention System that included EIS software, data warehouse, application integration layer, data exchange capabilities, feeder systems integration, and all associated implementation services.

- Provided Team Lead Coverage – Daily Scrums, Production Migration Backup, Status Reports
- Built a Scanning Application to support upload documents into the Personnel Jacket Application, lessening the burden on staff to process paper documents and provide a standardized process to bulk-upload the documents to SharePoint. The Scanning Application was a Native Windows Client Application built using the C# .NET framework.

San Mateo County, California, Technical Architect / Development Team Lead— The CJI Portal Project created an integration framework for the generation of a unique identifier, known as an Involved Persons ID (IPID), that is shared across the participating agencies for use with their respective CMS. A Portal was also created to allow federated searches in multiple subject areas against the three (3) County case management systems (Odyssey, PbK, and JMS).

The portal was created using Software AG My webMethods platform utilizing the County's Integration Server services. My webMethods was also enhanced to allow for SSO using cloud authentication, OKTA's SAML token. The creation of the IPID and storing of a person's characteristics was the first step in creating of a Master Person Index (MPI).

Mr. Camden also has extensive experience with the **British Columbia (BC) Ministry of Finance, BC Ministry of Justice, and Shared Services of BC.**

Education

- Computer System Technology, Camosun College (2007)

Professional Training, Certifications, and Affiliations

- webMethods Integration Developer Certificate, Software AG
- webMethods BPM Developer Certificate, Software AG

Technical Skills

Operating Systems / Key Technologies

- Windows 8/7/Vista/XP
- Linux
- Java
- SQL
- PDF
- Javascript
- Windows Server 2012/2008
- SOAP
- VB
- Flash
- JSON
- PowerShell
- DOS
- C#
- UML
- MS .NET
- HTML5

Databases

- Oracle
- MS SQL
- MS Access

Hardware

- Software AG webMethods
- Tax Applications
- Tyler Odyssey
- Taxpayer Administration and Compliance System (Gentax)
- Kofax Capture

Other Software, Tools, and Utilities

- soapUI
- Oracle Designer
- Adobe Flash
- Eclipse
- fiddler
- TOAD
- Visual SourceSafe
- MS Project
- Visual Studio 2010
- webMethods
- Adobe Lifecycle

Appendix B: Exceptions to Terms and Conditions

II. TERMS AND CONDITIONS

Bidders should complete Sections II through VI as part of their proposal. Bidder is expected to read the Terms and Conditions and should initial either accept, reject, or reject and provide alternative language for each clause. The bidder should also provide an explanation of why the bidder rejected the clause or rejected the clause and provided alternate language. By signing the RFP, bidder is agreeing to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the proposal. The State reserves the right to negotiate rejected or proposed alternative language. If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the proposal. The State of Nebraska is soliciting proposals in response to this RFP. The State of Nebraska reserves the right to reject proposals that attempt to substitute the bidder's commercial contracts and/or documents for this RFP.

The bidders should submit with their proposal any license, user agreement, service level agreement, or similar documents that the bidder wants incorporated in the Contract. The State will not consider incorporation of any document not submitted with the bidder's proposal as the document will not have been included in the evaluation process. These documents shall be subject to negotiation and will be incorporated as addendums if agreed to by the Parties.

If a conflict or ambiguity arises after the Addendum to Contract Award have been negotiated and agreed to, the Addendum to Contract Award shall be interpreted as follows:

1. If only one Party has a particular clause then that clause shall control;
2. If both Parties have a similar clause, but the clauses do not conflict, the clauses shall be read together;
3. If both Parties have a similar clause, but the clauses conflict, the State's clause shall control.

A. GENERAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		SCI	<p>Sierra-Cedar believes that its contract with the State should consist solely of a mutually-acceptable, negotiated master services agreement and statement of work. We believe that the contract should consist solely of documents that are cooperatively drafted and signed by both parties. Likewise, while we are open to leveraging information contained in the RFP and our proposal, as mutually agreed upon, to develop mutually acceptable contract documents, we believe that the parties will be well served by not including the RFP, proposal, or other similar materials in the contract.</p> <p>Sierra-Cedar would also anticipate including several additional legal provisions in any negotiated contract, including provisions related to excused performance, disclaimer of non-express warranties, and limitation of liability.</p>

The contract resulting from this RFP shall incorporate the following documents:

1. ~~Request for Proposal and Addenda;~~
2. ~~Amendments to the RFP;~~
3. ~~Questions and Answers;~~
4. ~~Contractor's proposal (RFP and properly submitted documents);~~
5. 1. The executed Contract and Addendum One to Contract, if applicable ; and,
6. 2. Amendments/Addendums to the Contract.
6. 3. Statement(s) of Work

These documents constitute the entirety of the contract.

Unless otherwise specifically stated in a future contract amendment, in case of any conflict between the incorporated documents, the documents shall govern in the following order of preference with number one (1) receiving preference over all other documents and with each lower numbered document having preference over any higher numbered document: 1) Amendment to the executed Contract with the most recent dated amendment having the highest priority, 2) executed Contract and any attached Addenda, 3) Amendments to RFP and any Questions and Answers, 4) the original RFP document and any Addenda, and 5) the Contractor's submitted Proposal Statement(s) of Work.

Any ambiguity or conflict in the contract discovered after its execution, not otherwise addressed herein, shall be resolved in accordance with the rules of contract interpretation as established in the State of Nebraska.

B. NOTIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

Contractor and State shall identify the contract manager who shall serve as the point of contact for the executed contract.

Communications regarding the executed contract shall be in writing and shall be deemed to have been given if delivered personally or mailed, by U.S. Mail, postage prepaid, return receipt requested, to the parties at their respective addresses set forth below, or at such other addresses as may be specified in writing by either of the parties. All notices, requests, or communications shall be deemed effective upon personal delivery or three (3) calendar days following deposit in the mail.

Vendor Contract Manager
Vendor
Vendor Street Address
Vendor City, State, Zip

C. GOVERNING LAW (Statutory)

Notwithstanding any other provision of this contract, or any amendment or addendum(s) entered into contemporaneously or at a later time, the parties understand and agree that, (1) the State of Nebraska is a sovereign state and its authority to contract is therefore subject to limitation by the State's Constitution, statutes, common law, and regulation; (2) this contract will be interpreted and enforced under the laws of the State of Nebraska; (3) any action to enforce the provisions of this agreement must be brought in the State of Nebraska per state law; (4) the person signing this contract on behalf of the State of Nebraska does not have the authority to waive the State's sovereign immunity, statutes, common law, or regulations; (5) the indemnity, limitation of liability, remedy, and other similar provisions of the final contract, if any, are entered into subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity; and, (6) all terms and conditions of the final contract, including but not limited to the clauses concerning third party use, licenses, warranties, limitations of liability, governing law and venue, usage verification, indemnity, liability, remedy or other similar provisions of the final contract are entered into specifically subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity.

The Parties must comply with all applicable local, state and federal laws, ordinances, rules, orders, and regulations.

D. BEGINNING OF WORK

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

The bidder shall not commence any billable work until a valid contract has been fully executed by the State and the successful Contractor. The Contractor will be notified in writing when work may begin.

E. CHANGE ORDERS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		SCI	The SOW rather than the proposal should contain project scope; "foreseeable" work is impossible to assess on projects of this nature.

The State and the Contractor, upon the written agreement, may make changes to the contract within the general scope of the RFP. Changes may involve specifications, the quantity of work, or such other items as the State may find necessary or desirable. Corrections of any deliverable, service, or work required pursuant to the contract shall not be deemed a change. The Contractor may not claim forfeiture of the contract by reasons of such changes.

The Contractor shall prepare a written description of the work required due to the change and an itemized cost sheet for the change. Changes in work and the amount of compensation to be paid to the Contractor shall be determined in accordance with applicable unit prices if any, a pro-rated value, or through negotiations. The State shall not incur a price increase for changes that should have been included in the Contractor's proposal were foreseeable, or result from difficulties with or failure of the Contractor's proposal or performance.

No change shall be implemented by the Contractor until approved by the State, and the Contract is amended to reflect the change and associated costs, if any. If there is a dispute regarding the cost, but both parties agree that immediate implementation is necessary, the change may be implemented, and cost negotiations may continue with both Parties retaining all remedies under the contract and law.

F. NOTICE OF POTENTIAL CONTRACTOR BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

If Contractor breaches the contract or anticipates breaching the contract, the Contractor shall immediately give written notice to the State. The notice shall explain the breach or potential breach, a proposed cure, and may include a request for a waiver of the breach if so desired. The State may, in its discretion, temporarily or permanently waive the breach. By granting a waiver, the State does not forfeit any rights or remedies to which the State is entitled by law or equity, or pursuant to the provisions of the contract. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

G. BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		SCI	SCI does not agree that it would be responsible for any excess cost, but does understand that the State may take that position. SCI does not agree that failure to make payment is not a breach.

Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the contract in a timely and proper manner. Termination requires written notice of default and a thirty (30) calendar day (or longer at the non-breaching Party's discretion considering the gravity and nature of the default) cure period. Said notice shall be delivered by Certified Mail, Return Receipt Requested, or in person with proof of delivery. Allowing time to cure a failure or breach of contract does not waive the right to immediately terminate the contract for the same or different contract breach which may occur at a different time. In case of default of the Contractor, the State may contract the service from other sources and Contractor understands that the State may seek to hold the Contractor responsible for any excess cost occasioned thereby.

The State's failure to make payment shall not be a breach, and the Contractor shall retain all available statutory remedies and protections.

H. NON-WAIVER OF BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

The acceptance of late performance with or without objection or reservation by a Party shall not waive any rights of the Party nor constitute a waiver of the requirement of timely performance of any obligations remaining to be performed.

I. SEVERABILITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

If any term or condition of the contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and conditions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the provision held to be invalid or illegal.

J. INDEMNIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

1. GENERAL

The Contractor agrees to defend, indemnify, and hold harmless the State and its employees, volunteers, agents, and its elected and appointed officials ("the indemnified parties") from and against any and all third party claims, liens, demands, damages, liability, actions, causes of action, losses, judgments, costs, and expenses of every nature, including investigation costs and expenses, settlement costs, and attorney fees and expenses ("the claims"), sustained or asserted against the State for personal injury, death, or property loss or damage, arising out of, resulting from, or attributable to the willful misconduct, negligence, error, or omission of the Contractor, its employees, Subcontractors, consultants, representatives, and agents, resulting from this contract, except to the extent such Contractor liability is attenuated by any action of the State which directly and proximately contributed to the claims.

2. INTELLECTUAL PROPERTY

The Contractor agrees it will, at its sole cost and expense, defend, indemnify, and hold harmless the indemnified parties from and against any and all claims, to the extent such claims arise out of, result from, or are attributable to, the actual or alleged infringement or misappropriation of any patent, copyright, trade secret, trademark, or confidential information of any third party by the Contractor or its employees, Subcontractors, consultants, representatives, and agents; provided, however, the State gives the Contractor prompt notice in writing of the claim. The Contractor may not settle any infringement claim that

will affect the State's use of the Licensed Software without the State's prior written consent, which consent may be withheld for any reason.

If a judgment or settlement is obtained or reasonably anticipated against the State's use of any intellectual property for which the Contractor has indemnified the State, the Contractor shall, at the Contractor's sole cost and expense, promptly modify the item or items which were determined to be infringing, acquire a license or licenses on the State's behalf to provide the necessary rights to the State to eliminate the infringement, or provide the State with a non-infringing substitute that provides the State the same functionality. At the State's election, the actual or anticipated judgment may be treated as a breach of warranty by the Contractor, and the State may receive the remedies provided under this RFP.

3. PERSONNEL

The Contractor shall, at its expense, indemnify and hold harmless the indemnified parties from and against any claim with respect to withholding taxes, worker's compensation, employee benefits, or any other claim, demand, liability, damage, or loss of any nature relating to any of the personnel, including subcontractor's and their employees, provided by the Contractor.

4. SELF-INSURANCE

The State of Nebraska is self-insured for any loss and purchases excess insurance coverage pursuant to Neb. Rev. Stat. § 81-8,239.01 (Reissue 2008). If there is a presumed loss under the provisions of this agreement, Contractor may file a claim with the Office of Risk Management pursuant to Neb. Rev. Stat. §§ 81-8,829 – 81-8,306 for review by the State Claims Board. The State retains all rights and immunities under the State Miscellaneous (Section 81-8,294), Tort (Section 81-8,209), and Contract Claim Acts (Section 81-8,302), as outlined in Neb. Rev. Stat. § 81-8,209 et seq. and under any other provisions of law and accepts liability under this agreement to the extent provided by law.

5. The Parties acknowledge that Attorney General for the State of Nebraska is required by statute to represent the legal interests of the State, and that any provision of this indemnity clause is subject to the statutory authority of the Attorney General.

K. ATTORNEY'S FEES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

In the event of any litigation, appeal, or other legal action to enforce any provision of the contract, the Parties agree to pay all expenses of such action, as permitted by law and if order by the court, including attorney's fees and costs, if the other Party prevails.

L. ASSIGNMENT, SALE, OR MERGER

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

Either Party may assign the contract upon mutual written agreement of the other Party. Such agreement shall not be unreasonably withheld.

The Contractor retains the right to enter into a sale, merger, acquisition, internal reorganization, or similar transaction involving Contractor's business. Contractor agrees to cooperate with the State in executing amendments to the contract to allow for the transaction. If a third party or entity is involved in the transaction, the Contractor will remain responsible for performance of the contract until such time as the person or entity involved in

the transaction agrees in writing to be contractually bound by this contract and perform all obligations of the contract.

M. CONTRACTING WITH OTHER NEBRASKA POLITICAL SUB-DIVISIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

The Contractor may, but shall not be required to, allow agencies, as defined in Neb. Rev. Stat. §81-145, to use this contract. The terms and conditions, including price, of the contract may not be amended. The State shall not be contractually obligated or liable for any contract entered into pursuant to this clause. A listing of Nebraska political subdivisions may be found at the website of the Nebraska Auditor of Public Accounts.

N. FORCE MAJEURE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

Neither Party shall be liable for any costs or damages, or for default resulting from its inability to perform any of its obligations under the contract due to a natural or manmade event outside the control and not the fault of the affected Party ("Force Majeure Event"). The Party so affected shall immediately make a written request for relief to the other Party, and shall have the burden of proof to justify the request. The other Party may grant the relief requested; relief may not be unreasonably withheld. Labor disputes with the impacted Party's own employees will not be considered a Force Majeure Event.

O. CONFIDENTIALITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

All materials and information provided by the Parties or acquired by a Party on behalf of the other Party shall be regarded as confidential information. All materials and information provided or acquired shall be handled in accordance with federal and state law, and ethical standards. Should said confidentiality be breached by a Party, the Party shall notify the other Party immediately of said breach and take immediate corrective action.

It is incumbent upon the Parties to inform their officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a (i)(1), which is made applicable by 5 U.S.C. 552a (m)(1), provides that any officer or employee, who by virtue of his/her employment or official position has possession of or access to agency records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than \$5,000.

P. EARLY TERMINATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			Add: Contractor may terminate if the State fails to make payments when due. It will provide 30 days notice of such termination.

The contract may be terminated as follows:

1. The State and the Contractor, by mutual written agreement, may terminate the contract at any time.
2. The State, in its sole discretion, may terminate the contract for any reason upon thirty (30) calendar day's written notice to the Contractor. Such termination shall not relieve the Contractor of warranty or other service obligations incurred under the terms of the contract. In the event of termination the Contractor shall be entitled to payment, determined on a pro rata basis, for products or services satisfactorily performed or provided.
3. The State may terminate the contract immediately for the following reasons:
 - a. if directed to do so by statute;
 - b. Contractor has made an assignment for the benefit of creditors, has admitted in writing its inability to pay debts as they mature, or has ceased operating in the normal course of business;
 - c. a trustee or receiver of the Contractor or of any substantial part of the Contractor's assets has been appointed by a court;
 - d. fraud, misappropriation, embezzlement, malfeasance, misfeasance, or illegal conduct pertaining to performance under the contract by its Contractor, its employees, officers, directors, or shareholders;
 - e. an involuntary proceeding has been commenced by any Party against the Contractor under any one of the chapters of Title 11 of the United States Code and (i) the proceeding has been pending for at least sixty (60) calendar days; or (ii) the Contractor has consented, either expressly or by operation of law, to the entry of an order for relief; or (iii) the Contractor has been decreed or adjudged a debtor;
 - f. a voluntary petition has been filed by the Contractor under any of the chapters of Title 11 of the United States Code;
 - g. Contractor intentionally discloses confidential information;
 - h. Contractor has or announces it will discontinue support of the deliverable; and,
 - i. In the event funding is no longer available.

Q. CONTRACT CLOSEOUT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

Upon contract closeout for any reason the Contractor shall within 30 days, unless stated otherwise herein:

1. Transfer all completed or partially completed deliverables to the State;
2. Transfer ownership and title to all completed or partially completed deliverables to the State;
3. Return to the State all information and data, unless the Contractor is permitted to keep the information or data by contract or rule of law. Contractor may retain one copy of any information or data as required to comply with applicable work product documentation standards or as are automatically retained in the course of Contractor's routine back up procedures;
4. Cooperate with any successor Contractor, person or entity in the assumption of any or all of the obligations of this contract;
5. Cooperate with any successor Contractor, person or entity with the transfer of information or data related to this contract;
6. Return or vacate any state owned real or personal property; and,

7. Return all data in a mutually acceptable format and manner.

Nothing in this Section should be construed to require the Contractor to surrender intellectual property, real or personal property, or information or data owned by the Contractor for which the State has no legal claim.

III. CONTRACTOR DUTIES

A. INDEPENDENT CONTRACTOR / OBLIGATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		SCI	Clarifying that some key individuals performing services will be identified in a Statement of Work; specific individuals are not typically committed in a proposal, given generally unknown start dates and the fact that no contract is in place.

It is agreed that the Contractor is an independent contractor and that nothing contained herein is intended or should be construed as creating or establishing a relationship of employment, agency, or a partnership.

The Contractor is solely responsible for fulfilling the contract. The Contractor or the Contractor's representative shall be the sole point of contact regarding all contractual matters.

The Contractor shall secure, at its own expense, all personnel required to perform the services under the contract. The personnel the Contractor uses to fulfill the contract shall have no contractual or other legal relationship with the State; they shall not be considered employees of the State and shall not be entitled to any compensation, rights or benefits from the State, including but not limited to, tenure rights, medical and hospital care, sick and vacation leave, severance pay, or retirement benefits.

By-name Key Personnel commitments made in the Statement of Work-Contractor's proposal shall not be changed without the prior written approval of the State. Replacement of these personnel, if approved by the State, shall be with personnel of equal or greater ability and qualifications.

All personnel assigned by the Contractor to the contract shall be employees of the Contractor or a subcontractor, and shall be fully qualified to perform the work required herein. Personnel employed by the Contractor or a subcontractor to fulfill the terms of the contract shall remain under the sole direction and control of the Contractor or the subcontractor respectively.

With respect to its employees, the Contractor agrees to be solely responsible for the following:

1. Any and all pay, benefits, and employment taxes and/or other payroll withholding;
2. Any and all vehicles used by the Contractor's employees, including all insurance required by state law;
3. Damages incurred by Contractor's employees within the scope of their duties under the contract;
4. Maintaining Workers' Compensation and health insurance that complies with state and federal law and submitting any reports on such insurance to the extent required by governing law; and
5. Determining the hours to be worked and the duties to be performed by the Contractor's employees.
6. All claims on behalf of any person arising out of employment or alleged employment (including without limit claims of discrimination alleged against the Contractor, its officers, agents, or subcontractors or subcontractor's employees)

If the Contractor intends to utilize any subcontractor, the subcontractor's level of effort, tasks, and time allocation should be clearly defined in the bidder's proposal. The Contractor shall agree that it will not utilize any subcontractors not specifically included in its proposal in the performance of the contract without the prior written authorization of the State.

The State reserves the right to require the Contractor to reassign or remove from the project any Contractor or subcontractor employee.

Contractor shall insure that the terms and conditions contained in any contract with a subcontractor does not conflict with the terms and conditions of this contract.

The Contractor shall include a similar provision, for the protection of the State, in the contract with any Subcontractor engaged to perform work on this contract.

B. EMPLOYEE WORK ELIGIBILITY STATUS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

The Contractor is required and hereby agrees to use a federal immigration verification system to determine the work eligibility status of employees physically performing services within the State of Nebraska. A federal immigration verification system means the electronic verification of the work authorization program authorized by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324a, known as the E-Verify Program, or an equivalent federal program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work eligibility status of an employee.

If the Contractor is an individual or sole proprietorship, the following applies:

1. The Contractor must complete the United States Citizenship Attestation Form, available on the Department of Administrative Services website at <http://das.nebraska.gov/materiel/purchasing.html>

The completed United States Attestation Form should be submitted with the RFP response.
2. If the Contractor indicates on such attestation form that he or she is a qualified alien, the Contractor agrees to provide the US Citizenship and Immigration Services documentation required to verify the Contractor's lawful presence in the United States using the Systematic Alien Verification for Entitlements (SAVE) Program.
3. The Contractor understands and agrees that lawful presence in the United States is required and the Contractor may be disqualified or the contract terminated if such lawful presence cannot be verified as required by Neb. Rev. Stat. §4-108.

C. COMPLIANCE WITH CIVIL RIGHTS LAWS AND EQUAL OPPORTUNITY EMPLOYMENT / NONDISCRIMINATION (Statutory)

The Contractor shall comply with all applicable local, state, and federal statutes and regulations regarding civil rights laws and equal opportunity employment. The Nebraska Fair Employment Practice Act prohibits Contractors of the State of Nebraska, and their Subcontractors, from discriminating against any employee or applicant for employment, with respect to hire, tenure, terms, conditions, compensation, or privileges of employment because of race, color, religion, sex, disability, marital status, or national origin (Neb. Rev. Stat. §48-1101 to 48-1125). The Contractor guarantees compliance with the Nebraska Fair Employment Practice Act, and breach of this provision shall be regarded as a material breach of contract. The Contractor shall insert a similar provision in all Subcontracts for services to be covered by any contract resulting from this RFP.

D. COOPERATION WITH OTHER CONTRACTORS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

Contractor may be required to work with or in close proximity to other contractors or individuals that may be working on same or different projects. The Contractor shall agree to cooperate with such other contractors or individuals, and shall not commit or permit any act which may interfere with the performance of work by any other contractor or individual. Contractor is not required to compromise Contractor's intellectual property or proprietary information unless expressly required to do so by this contract.

E. PERMITS, REGULATIONS, LAWS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		SCI	Clarification

The contract price shall include the cost of all royalties, licenses, permits, and approvals, whether arising from patents, trademarks, copyrights or otherwise, that are in any way involved in the contract. The Contractor shall obtain and pay for all royalties, licenses, and permits, and approvals necessary for the execution of the contract. The Contractor must guarantee that it has the full legal right to the materials, supplies, equipment, software, and other items used to execute this contract. [This provision is not intended to relate to software being licensed by the State.](#)

F. OWNERSHIP OF INFORMATION AND DATA / DELIVERABLES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		SCI	Clarification

The State shall have the unlimited right to publish, duplicate, use, and disclose all information and data developed or obtained by the Contractor on behalf of the State pursuant to this contract.

The State shall own and hold exclusive title to any deliverable developed as a result of this contract. Contractor shall have no ownership interest or title, and shall not patent, license, or copyright, duplicate, transfer, sell, or exchange, the design, specifications, concept, or deliverable. [Nothing in this agreement is intended to affect Contractor's exclusive rights in its pre-existing intellectual property or its right to use know-how learned in the course of providing services to the State for the future benefit of the State or others.](#)

G. INSURANCE REQUIREMENTS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		SCI	Deleted language that could defeat limitation of liability provision.

The Contractor shall throughout the term of the contract maintain insurance as specified herein and provide the State a current Certificate of Insurance/Acord Form (COI) verifying the coverage. The Contractor shall not commence work on the contract until the insurance is in place. If Contractor subcontracts any portion of the Contract the Contractor must, throughout the term of the contract, either:

1. Provide equivalent insurance for each subcontractor and provide a COI verifying the coverage for the subcontractor;
2. Require each subcontractor to have equivalent insurance and provide written notice to the State that the Contractor has verified that each subcontractor has the required coverage; or,
3. Provide the State with copies of each subcontractor's Certificate of Insurance evidencing the required coverage.

The Contractor shall not allow any Subcontractor to commence work until the Subcontractor has equivalent insurance. The failure of the State to require a COI, or the failure of the Contractor to provide a COI or require subcontractor insurance shall not limit, relieve, or decrease the liability of the Contractor hereunder.

In the event that any policy written on a claims-made basis terminates or is canceled during the term of the contract or within one (1) year of termination or expiration of the contract, the contractor shall obtain an extended discovery or reporting period, or a new insurance policy, providing coverage required by this contract for the term of the contract and one (1) year following termination or expiration of the contract.

If by the terms of any insurance a mandatory deductible is required, or if the Contractor elects to increase the mandatory deductible amount, the Contractor shall be responsible for payment of the amount of the deductible in the event of a paid claim.

~~Notwithstanding any other clause in this Contract, the State may recover up to the liability limits of the insurance policies required herein.~~

1. WORKERS' COMPENSATION INSURANCE

The Contractor shall take out and maintain during the life of this contract the statutory Workers' Compensation and Employer's Liability Insurance for all of the contractors' employees to be engaged in work on the project under this contract and, in case any such work is sublet, the Contractor shall require the Subcontractor similarly to provide Worker's Compensation and Employer's Liability Insurance for all of the Subcontractor's employees to be engaged in such work. This policy shall be written to meet the statutory requirements for the state in which the work is to be performed, including Occupational Disease. **The policy shall include a waiver of subrogation in favor of the State. The COI shall contain the mandatory COI subrogation waiver language found hereinafter.** The amounts of such insurance shall not be less than the limits stated hereinafter. For employees working in the State of Nebraska, the policy must be written by an entity authorized by the State of Nebraska Department of Insurance to write Workers' Compensation and Employer's Liability Insurance for Nebraska employees.

2. COMMERCIAL GENERAL LIABILITY INSURANCE AND COMMERCIAL AUTOMOBILE LIABILITY INSURANCE

The Contractor shall take out and maintain during the life of this contract such Commercial General Liability Insurance and Commercial Automobile Liability Insurance as shall protect Contractor and any Subcontractor performing work covered by this contract from claims for damages for bodily injury, including death, as well as from claims for property damage, which may arise from operations under this contract, whether such operation be by the Contractor or by any Subcontractor or by anyone directly or indirectly employed by either of them, and the amounts of such insurance shall not be less than limits stated hereinafter.

The Commercial General Liability Insurance shall be written on an **occurrence basis**, and provide Premises/Operations, Products/Completed Operations, Independent Contractors, Personal Injury, and Contractual Liability coverage. **The policy shall include the State, and others as required by the contract documents, as Additional Insured(s).** This policy shall be **primary, and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory.** **The COI shall contain the mandatory COI liability waiver language found hereinafter.** The Commercial Automobile Liability Insurance shall be written to cover all Owned, Non-owned, and Hired vehicles.

REQUIRED INSURANCE COVERAGE		
COMMERCIAL GENERAL LIABILITY		
General Aggregate		\$2,000,000
Products/Completed Operations Aggregate		\$2,000,000
Personal/Advertising Injury		\$1,000,000 per occurrence
Bodily Injury/Property Damage		\$1,000,000 per occurrence
Medical Payments		\$10,000 any one person
Damage to Rented Premises (Fire)		\$300,000 each occurrence
Contractual		Included
XCU Liability (Explosion, Collapse, and Underground Damage)		Included
Independent Contractors		Included
Abuse & Molestation		Included
<i>If higher limits are required, the Umbrella/Excess Liability limits are allowed to satisfy the higher limit.</i>		
WORKER'S COMPENSATION		
Employers Liability Limits		\$500K/\$500K/\$500K
Statutory Limits- All States		Statutory - State of Nebraska
USL&H Endorsement		Statutory
Voluntary Compensation		Statutory
COMMERCIAL AUTOMOBILE LIABILITY		
Bodily Injury/Property Damage		\$1,000,000 combined single limit
Include All Owned, Hired & Non-Owned Automobile liability		Included
Motor Carrier Act Endorsement		Where Applicable
UMBRELLA/EXCESS LIABILITY		
Over Primary Insurance		\$5,000,000 per occurrence
PROFESSIONAL LIABILITY		
Professional liability (Medical Malpractice)		Limits consistent with Nebraska Medical Malpractice Cap
Qualification Under Nebraska Excess Fund		
All Other Professional Liability (Errors & Omissions)		\$1,000,000 Per Claim / Aggregate
COMMERCIAL CRIME		
Crime/Employee Dishonesty Including 3rd Party Fidelity		\$1,000,000
CYBER LIABILITY		
Breach of Privacy, Security Breach, Denial of Service, Remediation, Fines and Penalties		\$10,000,000
MANDATORY COI SUBROGATION WAIVER LANGUAGE		
"Workers' Compensation policy shall include a waiver of subrogation in favor of the State of Nebraska."		
MANDATORY COI LIABILITY WAIVER LANGUAGE		
"Commercial General Liability & Commercial Automobile Liability policies shall name the State of Nebraska as an Additional Insured and the policies shall be primary and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory as additionally insured."		

If the mandatory COI subrogation waiver language or mandatory COI liability waiver language on the COI states that the waiver is subject to, condition upon, or otherwise limit by the insurance policy, a copy of the relevant sections of the policy must be submitted with the COI so the State can review the limitations imposed by the insurance policy.

3. EVIDENCE OF COVERAGE

The Contractor shall furnish the Contract Manager, with a certificate of insurance coverage complying with the above requirements prior to beginning work at:

Nebraska Commission on Law Enforcement and Criminal Justice
Attn: Contract Manager
PO BOX 94946
Lincoln, NE 68509-4946

These certificates or the cover sheet shall reference the RFP number, and the certificates shall include the name of the company, policy numbers, effective dates, dates of expiration, and amounts and types of coverage afforded. If the State is damaged by the failure of the Contractor to maintain such insurance, then the Contractor shall be responsible for all reasonable costs properly attributable thereto.

Reasonable notice of cancellation of any required insurance policy must be submitted to the contract manager as listed above when issued and a new coverage binder shall be submitted immediately to ensure no break in coverage.

4. DEVIATIONS

The insurance requirements are subject to limited negotiation. Negotiation typically includes, but is not necessarily limited to, the correct type of coverage, necessity for Workers' Compensation, and the type of automobile coverage carried by the Contractor.

H. ANTITRUST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

The Contractor hereby assigns to the State any and all claims for overcharges as to goods and/or services provided in connection with this contract resulting from antitrust violations which arise under antitrust laws of the United States and the antitrust laws of the State.

I. CONFLICT OF INTEREST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

By submitting a proposal, bidder certifies that there does not now exist a relationship between the bidder and any person or entity which is or gives the appearance of a conflict of interest related to this RFP or project.

The bidder certifies that it shall not take any action or acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of its services hereunder or which creates an actual or an appearance of conflict of interest.

The bidder certifies that it will not knowingly employ any individual known by bidder to have a conflict of interest.

The Parties shall not knowingly, for a period of two years after execution of the contract, recruit or employ any employee or agent of the other Party who has worked on the RFP or project, or who had any influence on decisions affecting the RFP or project.

J. STATE PROPERTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

The Contractor shall be responsible for the proper care and custody of any State-owned property which is furnished for the Contractor's use during the performance of the contract. The Contractor shall reimburse the State for any loss or damage of such property; normal wear and tear is expected.

K. SITE RULES AND REGULATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

The Contractor shall use its best efforts to ensure that its employees, agents, and Subcontractors comply with site rules and regulations while on State premises. If the Contractor must perform on-site work outside of the daily operational hours set forth by the State, it must make arrangements with the State to ensure access to the facility and the equipment has been arranged. No additional payment will be made by the State on the basis of lack of access, unless the State fails to provide access as agreed to in writing between the State and the Contractor.

L. ADVERTISING

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

The Contractor agrees not to refer to the contract award in advertising in such a manner as to state or imply that the company or its services are endorsed or preferred by the State. Any publicity releases pertaining to the project shall not be issued without prior written approval from the State.

M. NEBRASKA TECHNOLOGY ACCESS STANDARDS (Statutory)

Contractor shall review the Nebraska Technology Access Standards, found at <http://nrtc.nebraska.gov/standards/2-201.html> and ensure that products and/or services provided under the contract are in compliance or will comply with the applicable standards to the greatest degree possible. In the event such standards change during the Contractor's performance, the State may create an amendment to the contract to request the contract comply with the changed standard at a cost mutually acceptable to the parties.

N. DISASTER RECOVERY/BACK UP PLAN

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			SCI notes that its services are not provided from its own facilities; its consultants typically work remotely or at their client's site.

The Contractor shall have a disaster recovery and back-up plan, of which a copy should be provided upon request to the State, which includes, but is not limited to equipment, personnel, facilities, and transportation, in order to continue services as specified under the specifications in the contract in the event of a disaster.

O. DRUG POLICY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

Contractor certifies it maintains a drug free work place environment to ensure worker safety and workplace integrity. Contractor agrees to provide a copy of its drug free workplace policy at any time upon request by the State.

IV. PAYMENT

A. PROHIBITION AGAINST ADVANCE PAYMENT (Statutory)

Payments shall not be made until contractual deliverable(s) are received and accepted by the State.

B. TAXES (Statutory)

The State is not required to pay taxes and assumes no such liability as a result of this solicitation. Any property tax payable on the Contractor's equipment which may be installed in a state-owned facility is the responsibility of the Contractor.

C. INVOICES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

Invoices for payments must be submitted by the Contractor to the agency requesting the services with sufficient detail to support payment. The terms and conditions included in the Contractor's invoice shall be deemed to be solely for the convenience of the parties. No terms or conditions of any such invoice shall be binding upon the State, and no action by the State, including without limitation the payment of any such invoice in whole or in part, shall be construed as binding or estopping the State with respect to any such term or condition, unless the invoice term or condition has been previously agreed to by the State as an amendment to the contract.

D. INSPECTION AND APPROVAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

Final inspection and approval of all work required under the contract shall be performed by the designated State officials.

The State and/or its authorized representatives shall have the right to enter any premises where the Contractor or Subcontractor duties under the contract are being performed, and to inspect, monitor or otherwise evaluate the work being performed. All inspections and evaluations shall be at reasonable times and in a manner that will not unreasonably delay work.

E. PAYMENT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			Clarification

State will render payment to Contractor when the terms and conditions of the contract and specifications have been satisfactorily completed on the part of the Contractor as solely determined by the State upon reasonable review of the work and the contractual requirements. (Neb. Rev. Stat. Section 73-506(1)) Payment will be made by the responsible agency in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2401 through 81-2408). The State may require the Contractor to accept payment by electronic means such as ACH

deposit. In no event shall the State be responsible or liable to pay for any services provided by the Contractor prior to the Effective Date of the contract, and the Contractor hereby waives any claim or cause of action for any such services.

F. LATE PAYMENT (Statutory)

The Contractor may charge the responsible agency interest for late payment in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2401 through 81-2408).

G. SUBJECT TO FUNDING / FUNDING OUT CLAUSE FOR LOSS OF APPROPRIATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SCI			

The State's obligation to pay amounts due on the Contract for a fiscal years following the current fiscal year is contingent upon legislative appropriation of funds. Should said funds not be appropriated, the State may terminate the contract with respect to those payments for the fiscal year(s) for which such funds are not appropriated. The State will give the Contractor written notice thirty (30) calendar days prior to the effective date of termination. All obligations of the State to make payments after the termination date will cease. The Contractor shall be entitled to receive just and equitable compensation for any authorized work which has been satisfactorily completed as of the termination date. In no event shall the Contractor be paid for a loss of anticipated profit.

H. RIGHT TO AUDIT (First Paragraph is Statutory)

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		SCI	Proposed additional language in second paragraph.

The State shall have the right to audit the Contractor's performance of this contract upon a 30 days' written notice. Contractor shall utilize generally accepted accounting principles, and shall maintain the accounting records, and other records and information relevant to the contract (Information) to enable the State to audit the contract. The State may audit and the Contractor shall maintain, the Information during the term of the contract and for a period of five (5) years after the completion of this contract or until all issues or litigation are resolved, whichever is later. The Contractor shall make the Information available to the State at Contractor's place of business or a location acceptable to both Parties during normal business hours. If this is not practical or the Contractor so elects, the Contractor may provide electronic or paper copies of the Information. The State reserves the right to examine, make copies of, and take notes on any Information relevant to this contract, regardless of the form or the Information, how it is stored, or who possesses the Information. Under no circumstance will the Contractor be required to create or maintain documents not kept in the ordinary course of contractor's business operations, nor will contractor be required to disclose any information, including but not limited to product cost data, which is confidential or proprietary to contractor.

The Parties shall pay their own costs of the audit unless the audit finds a previously undisclosed overpayment by the State. If a previously undisclosed overpayment exceeds one-half of one percent (.5%) measured net of any undisclosed underbilling of the total contract billings, or if fraud, material misrepresentations, or non-performance (other than non-performance which is immaterial or where Contractor compensated by alternate performance) is discovered on the part of the Contractor, the Contractor shall reimburse the State for the total costs of the audit. Overpayments and audit costs owed to the State shall be paid within ninety days of written notice of the claim delivered with full supporting documentation and the reasoned opinion of a third party auditor. No claim shall be based on extrapolation of a sample unless Contractor has agreed on a statistical audit approach. Prior to completion of an audit and/or submission of a claim, the State's auditor shall hold an exit conference with the Contractor and attempt to secure agreement as to findings. The Contractor agrees to correct any material weaknesses or condition found as a result of the audit.

The Parties shall pay their own costs of the audit unless the audit finds a previously undisclosed overpayment by the State. If a previously undisclosed overpayment exceeds one-half of one percent (.5%) of the total contract billings, or if fraud, material misrepresentations, or non-performance is discovered on the part of the Contractor, the Contractor shall reimburse the State for the total costs of the audit. Overpayments and audit costs owed to the State shall be paid within ninety days of written notice of the claim. The Contractor agrees to correct any material weaknesses or condition found as a result of the audit.

Appendix C: Form A

Form A
Bidder Contact Sheet
Request for Proposal Number 5716 Z1

Form A should be completed and submitted with each response to this RFP. This is intended to provide the State with information on the bidder's name and address, and the specific person(s) who are responsible for preparation of the bidder's response.

Preparation of Response Contact Information	
Bidder Name:	Sierra-Cedar, Inc.
Bidder Address:	1255 Alderman Drive, Alpharetta, GA 30005
Contact Person & Title:	Chris Litton, Director - Justice & Public Safety Solutions
E-mail Address:	chris.litton@sierra-cedar.com
Telephone Number (Office):	310-743-8287
Telephone Number (Cellular):	250-882-0207
Fax Number:	678-385-7541

Each bidder should also designate a specific contact person who will be responsible for responding to the State if any clarifications of the bidder's response should become necessary. This will also be the person who the State contacts to set up a presentation/demonstration, if required.

Communication with the State Contact Information	
Bidder Name:	(Same as above.)
Bidder Address:	
Contact Person & Title:	
E-mail Address:	
Telephone Number (Office):	
Telephone Number (Cellular):	
Fax Number:	